



ARLINGTON FINANCE COMMITTEE
MINUTES OF MEETING

05/31/2023 7:30 PM

Robert P. O'Neill Community Room, 2nd Floor
Community Safety Building, 112 Mystic Street

ATTENDEES

Remy	P	White	P	Griffin	P	Bliss	P
Blundell	P	Younkin	P	Harmer	P	Tosti	P
Susse	P	Lobel	P	LaCourt	P	Deshler	P
Migliazzo	P	Gibian	P	Jones	P	Carman	A
Beck	P	Foskett	P	Heigham	P	McKenna	P
						Bradley	P

P indicates Present; A indicates Absent

VISITORS: Dr. Elizabeth Homan (School Superintendent), Michael Mason (Assistant Superintendent of Finance and Operations), Kirsy Allison-Ampe (School Committee), Leonard Kardon (School Committee), Jane Morgan (School Committee) and Paul Schlichtman (School Committee)

BUDGETS, ARTICLES & ITEMS

1. Override
 - a. Deshler introduced the override and the proposed asks on the Town side (road improvement, funds for anticipated increase in trash collection contract renewal, funds for OPEB)
 - b. Select Board to meet on June 5th to vote to put Override on the ballot, FinCom to meet on June 7th to discuss override
2. Arlington Public Schools Strategic Plan
 - a. Homan presented the Strategic Plan and outlined the resources needed to fulfill the plan and associated 12 initiatives over a five year period
 - b. Increase in compensation is a major component of the ask; goal is to get salary up to 60% of comparison towns (original ask was 65%)
 - i. The 2021 Town Salary Study of Town Manager 12 Communities was updated in 2023; Cardon reviewed peer community salary data and recently settled contracts along with the bargaining landscape
 - c. The Plan includes conservative estimates for state aid (chapter 70)

CONCLUSION

The meeting adjourned at 9:37 pm.

The next meeting is Wednesday, June 7, 2023.

Tara Bradley
6/5/2023

Reference 1: APS School Committee Presentation to Finance Committee 20230531

Reference 2: Additional Information from Superintendent Email 20230605

Reference 3: Outcomes of HS Grads 6-5-23

Reference 4: Town of Arlington Final Compensation Report

Arlington Public Schools School Committee Presentation to Finance Committee

May 31st, 2023



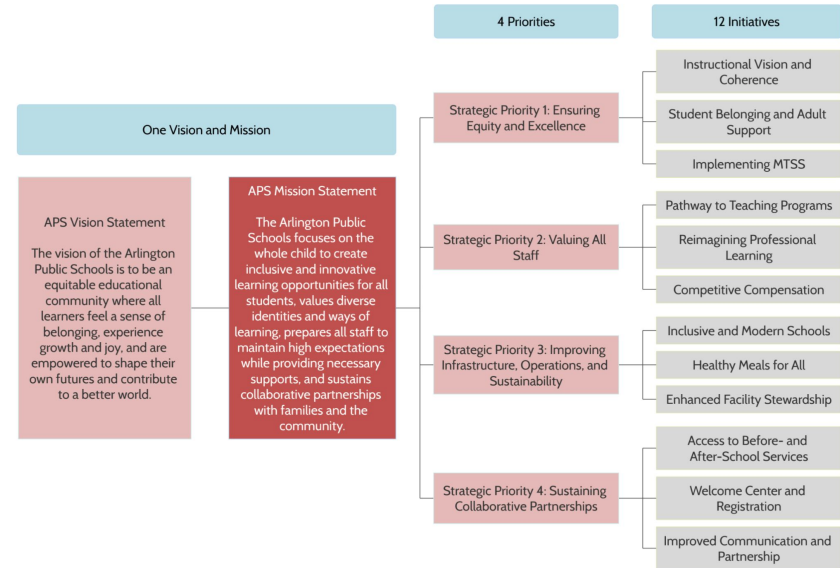
Strategic Plan Overview



Arlington Public Schools
Education That Empowers

Reference 1

- Developed April-December 2022
- Public Comment and Final Revision: March 2023
- Created and drafted by APS community members, refined by senior administration
- 5-year budget impact outlook included where possible, with assumption that plan will guide budget planning for FY24-FY29



Vision & Mission Statement



Arlington Public Schools
Education That Empowers

Vision

The vision of the Arlington Public Schools is to be an equitable educational community where all learners feel a sense of belonging, experience growth and joy, and are empowered to shape their own futures and contribute to a better world.

Mission

The Arlington Public Schools focuses on the whole child to create inclusive and innovative learning opportunities for all students, values diverse identities and ways of learning, prepares all staff to maintain high expectations while providing necessary supports, and sustains collaborative partnerships with families and the community.

APS Strategic Priorities



Arlington Public Schools
Education That Empowers

Ensuring Equity and Excellence

The Arlington Public Schools will ensure equity, excellence, and access to rigorous learning experiences for all students. All graduates will be prepared to achieve their choices of post-secondary education, career, and community contribution.

Valuing All Staff

The Arlington Public Schools will recruit and retain an excellent and diverse workforce by creating a collaborative and supportive culture for all staff; providing high-quality and relevant professional development; expanding opportunities for leadership and shared decision-making; and prioritizing representation, diverse perspectives, and expertise.

Improving Infrastructure, Operations, and Sustainability

The Arlington Public Schools will maintain a system of schools that is safe, well-maintained, sustainable, and fiscally responsible, with the appropriate tools and resources to support best educational practices and an optimum teaching and learning environment.

Sustaining Collaborative Partnerships

The Arlington Public Schools will partner collaboratively with families in meeting the educational needs of all students; facilitate consistent two-way communication; and provide timely, transparent, relevant, and accessible information to all stakeholders.

Priority 1 Overview



Arlington Public Schools
Education That Empowers

Reference 1

Initiative 1.1 Instructional Vision & Coherence	Initiative 1.2 Student Belonging and Adult Support	Initiative 1.3 Implementing Multi-Tiered Systems of Support
<ul style="list-style-type: none">→ Develop and Implement Instructional Vision Aligned with Deeper Learning→ Identify and Implement Curricula Aligned to Deeper Learning Instructional Vision→ Analyze and transform assessment and data collection practices	<ul style="list-style-type: none">→ Study and deploy strategies that allow APS to deeply understand the student experience→ Build capacity of Department of Diversity, Equity, Inclusion, Belonging, and Justice	<ul style="list-style-type: none">→ Develop and implement systems for effective implementation of early interventions→ Develop and implement expectations for communication with families surrounding interventions and supports

Ensuring Equity and Excellence



Arlington Public Schools
Education That Empowers

Reference 1

#	Initiative	Items	Funded in FY24 Budget (reallocated)	Year 1 additional funding	Year 2 additional funding	Year 3 additional funding	Year 4 additional funding	Year 5 additional funding	5 yr additional funding
1.1	Instructional Vision and Coherence	1. Increase curriculum materials budget 2. Add Librarians and Digital Learning teachers	\$610,000	\$50,000	\$251,000	\$95,000	\$255,000	\$125,000	\$776,000
1.2	Student Belonging and Adult Support	Add additional Diversity, Equity, Inclusion, Belonging, and Justice specialist and administrative support	\$0	\$140,000	\$25,000	\$45,000	\$0	\$0	\$210,000
1.3	Implementing Multi-Tiered Systems of Support (MTSS)	Add intervention specialists, special educators, and EL educators	\$125,000	\$0	\$250,000	\$0	\$305,000	\$125,000	\$680,000
	Total		\$735,000	\$190,000	\$526,000	\$140,000	\$560,000	\$250,000	\$1,666,000

Priority 2 Overview



Arlington Public Schools
Education That Empowers

Reference 1

Initiative 2.1 Pathway to Teaching Programs	Initiative 2.2 Reimagining Professional Learning	Initiative 2.3 Competitive Compensation
<ul style="list-style-type: none">→ Develop and implement Pathways to Licensure programs and resources for current APS educators→ Examine, design, and implement courses and programs to inspire Arlington students to become teachers	<ul style="list-style-type: none">→ Expand choice-based professional development based on 2022-23 pilot and adjustments to full-day PD in 2022→ Assess, Expand, and Improve Job-Embedded Professional Learning	<ul style="list-style-type: none">→ Refine and track strategies for recruitment and retention of excellent of APS staff→ Establish and sustain competitive compensation

Valuing All Staff



Arlington Public Schools
Education That Empowers

Reference 1

#	Initiative	Items	Funded in FY24 Budget (reallocated)	Year 1 additional funding	Year 2 additional funding	Year 3 additional funding	Year 4 additional funding	Year 5 additional funding	5 yr additional funding
2.1	Pathway to Teaching Programs	Tuition and support costs for pathways to licensure program	\$5,000	\$34,000	\$26,000	\$0	\$0	\$0	\$60,000
2.2	Reimagining Professional Learning	1. Develop and implement new professional learning courses 2. Stipends for Instructional Leadership Teams	\$0	\$176,000	\$94,000	\$0	\$0	\$0	\$270,000
2.3	Competitive Compensation	Negotiations	\$20,000	\$300,000	\$2,000,000	\$1,000,000	\$0	\$0	\$3,300,000
	Total		\$25,000	\$510,000	\$2,120,000	\$1,000,000	\$0	\$0	\$3,630,000

Priority 3 Overview



Arlington Public Schools
Education That Empowers

Reference 1

Initiative 3.1 Inclusive and Modern Spaces and Operations	Initiative 3.2 Healthy Meals for All	Initiative 3.3 Enhanced Facility Stewardship
<ul style="list-style-type: none">→ Review Technology and Space Plans and recommendations from most recent building projects→ Develop and implement Instructional Environment & Technology Plan/team	<ul style="list-style-type: none">→ Review lunch menu & operations and enhance quality and nutrition→ Develop evaluation criteria for lunches, and review and adjust space / furniture as needed	<ul style="list-style-type: none">→ Improve use of asset management and maintenance system with consistent processes→ Use system data to assess preventative maintenance needs and establish phased renovation plan for all buildings

Improving Infrastructure, Operations, and Sustainability



Arlington Public Schools
Education That Empowers

Reference 1

#	Initiative	Items	Funded in FY24 Budget (reallocated)	Year 1 additional funding	Year 2 additional funding	Year 3 additional funding	Year 4 additional funding	Year 5 additional funding	5 yr additional funding
3.1	Inclusive and Modern Spaces and Operations	1. Develop Instructional Environment & Technology Plan (IETP) and increase equipment and implementation funding 2. Integrate cost of frequently-replaced infrastructure and modern learning fixtures into base budget	\$0	\$150,000	\$150,000	\$400,000	\$0	\$0	\$700,000
3.2	Healthy Meals for All	1. Furniture and fixtures to improve eating spaces 2. Resources to improve meals and meal-related programming	\$0	\$0	\$50,000	\$50,000	\$0	\$0	\$100,000
3.3	Enhanced Facility Stewardship	Procure system for user to facilities department feedback and problem resolution	\$81,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Total			\$81,000	\$160,000	\$200,000	\$450,000	\$0	\$0	\$810,000

Priority 4 Overview



Arlington Public Schools
Education That Empowers

Reference 1

Initiative 4.1 Access to Before- and After-School Services	Initiative 4.2 Welcome Center and Registration	Initiative 4.3 Communication and Partnership
<ul style="list-style-type: none">→ Additional out-of-school extracurricular, needs-based, and enrichment programming for all students→ Assess status of current programming and future programming needs to expand access to after-school options	<ul style="list-style-type: none">→ Hire/assign Welcome Center leadership and staff and establish standard operating procedures→ Develop opportunities for families to engage with and learn about their children's education→ Ensure access to fully-funded translation and interpretation services	<ul style="list-style-type: none">→ Ensure all school websites are consistent on the district platform and are user-friendly→ Define expectations and implement practices for effective school-home 2-way communication→ Expanded coordination of parent groups and establishment of Family University

Sustaining Collaborative Partnerships



Arlington Public Schools
Education That Empowers

Reference 1

#	Initiative	Items	Funded in FY24 Budget (reallocated)	Year 1 additional funding	Year 2 additional funding	Year 3 additional funding	Year 4 additional funding	Year 5 additional funding	5 yr additional funding
4.1	Access to Before- and After-School Services	Fund ongoing support for enhanced and expanded programming	\$0	\$0	\$0	\$110,000	\$40,000	\$0	\$150,000
4.2	Welcome Center and Registration	1. Director of Communication and Family Engagement 2. Complete staffing of Welcome Center	\$0	\$130,000	\$120,000	\$0	\$0	\$50,000	\$300,000
4.3	Communication and Partnership	1. Audit of communication and translation practices 2. Fully-fund access to interpretation and translation services 3. Pilot APS Family University / Workshop Series	\$66,000	\$10,000	\$134,000	\$0	\$0	\$0	\$144,000

APS Salaries - Behind TM12



Arlington Public Schools
Education That Empowers

- 2021 Town Salary Study of Town Manager 12 Communities:
 - teaching assistants well below average
 - most teachers about 5% below average
- Updated APS Study FY23
 - Except for bachelor entry level, 2% to 7% below TM12 average
- These salary differences significantly impact union negotiations, hiring outcomes, and retention
- Recently negotiated increases of more than 2% being exceeded by others

Recently settled contracts

- teachers



Arlington Public Schools
Education That Empowers

Reference 1

Town		FY2023	FY2024	FY2025
Arlington		3%	2.75%	To be negotiated
Medford	TM12- walkout, rallies	2.5%	2.5%+1% day 100	3%
Melrose	TM12 - strike threat	3%	3.5%	3.5%
Winchester	TM12	3%	4%	4%
Haverhill	strike	4%	3%	3%
Malden	strike	3%+2% day 92	3%	2%
Woburn	strike	3.5%	3.5%	3.75%

Recently settled contracts - paraprofessionals



Arlington Public Schools
Education That Empowers

Reference 1

Town		FY2023		FY2024		FY2025	
<i>Arlington - TA's</i>		\$21,382	7.5%	\$22,998	7.5%	\$24,705	7.5%
<i>Arlington - SSPs</i>		\$29,831	3.0%	\$30,733	3.0%	\$31,647	3.0%
Malden	strike	\$30-34,000			2.5%		2.5%
Woburn	strike	\$30,000		\$31,125	3.75%	\$32,292	3.75%

Christine Deshler

Mon 6/5/2023 1:39 PM

2 attachments (3 MB)

Outcomes of HS Grads 6-5-23.xlsx; Town of Arlington Final Compensation Report.pdf;

All,

See below for some follow-up information on that Dr. Homan has supplied in response to questions we raised during our meeting last week:



- Annie asked about post-graduation outcomes; a report on this is attached. My takeaway is that while our English Learners perform considerably better than the state and as well as our other populations in terms of post-secondary matriculation, we have gaps that mirror (and outperform) the state when it comes to our students with disabilities, in particular, as well as our high-needs and low-income populations. Tab B is probably the most informative.
- Alan requested information about benefits. Attached is the town salary study, which I am sure you all have received. It notes that health insurance is similar to or lower % funded than the TM12 towns in the GIC, and that longevity is better. I would be happy to discuss my take on this if we are able to connect on the phone sometime soon.
- It was also requested that we estimate new FTEs tied to the strategic plan. I maintain that this is difficult because we may reallocate FTEs to accommodate the plan and will definitely need to do reallocations to accommodate growing secondary enrollments; however, if we use the plan summary amounts to estimate this, including this year's hires (some of which are contingent on the passing of the override), there would be approximately 18-24 additional staff tied to this plan. About 4-5 of those positions would be non-student-facing (Welcome Center Staff and DEI Specialists), while the rest would be teachers (special education, English learning, interventionists, library, technology teachers).

Christine



CR301 PS Outcomes of HS Grads

Arlington (00100000)
Graduating Year: 2021

Contact Us

Reference 3

School(s): All Schools within District
Postsecondary Institution Segment(s): All Institutions
HS Grads who enrolled in: Immediate Fall After High School Graduation

Important definitions and notes

- Immediate Fall includes students who first enrolled in postsecondary by October 15th of their high school graduating year.
- Within 16 Months includes students who first enrolled in postsecondary within 16 months of graduating high school, regardless of when they graduated (e.g. spring, summer or fall).
- After 16 Months includes students who first enrolled in postsecondary after 16 months of graduating high school, regardless of when they graduated (e.g. spring, summer or fall).

District totals include all students who graduated at the district level, including out of district placements.

Student Race/Ethnicity and gender classifications are based on the information on record at time of high school graduation.

Student sub-groups are determined based on the student's overall high school experience (e.g. a student that exited special education in 10th grade is reported as SWD). The year in which information is available for a sub-group is indicated in parentheses; reports prior to that year will have no reference to that sub-group:

- High Needs** students were identified as an English language learner (EL), Former English language learner (FEL), Low Income,Economically Disadvantaged and/or a Student with Disabilities (SWD) at some point in high school.
- Low income** students were identified as eligible for free or reduced-price lunches at some point in high school. (2002-2014)
- Economically Disadvantaged** indicates students participating in state-administered assistance programs at some point in high school. (2015)
- English language learner (EL)** students who do not speak English or whose native language is not English, and who are not currently able to perform ordinary classroom work in English at some point in high school. This indication is regardless of any subsequent FEL statuses. (2002)
- Former English language learner (FEL)** students were identified as a Former English language learner (FEL) but not EL at some point in high school. (2010)
- Student with disabilities (SWD)** students received special education services at some point in high school. (2007)

Students in the Other category may be attending accredited certificate programs or other postsecondary programs that were not able to be definitively classified in the one of the other categories.

Postsecondary institution types and names are provided by National Student Clearinghouse (NSC).

Information is not reported for enrollments of fewer than 6 and performance results are not reported for totals fewer than 10. Suppressed values are displayed as blanks. Additionally, percentages in section A,B and C are suppressed when institution segment filters are applied. Suppressed values due to institution filters are --.

If a report is run with filter selections that return no results for the selected school(s) but for the district and state only, the columns for selected HS Graduates, Selected HS Graduates in Postsecondary, and Selected School(s) will not display. If in addition, there is no data at the district level, that column will not display either

Section A: Postsecondary Enrollment of the 2021 Selected Massachusetts Public High School Graduates

Reference 3

	School		District		State	
	#	%	#	%	#	%
A1. Number of MA Public High School Graduates	327		336		68,855	
A2. Number who Enrolled in Postsecondary	260	79.5	261	77.7	41,632	60.5

- Number who enrolled in postsecondary education is the number of selected MA public high school graduates who enrolled in a postsecondary institution (full-time or part-time) for the first time within the selected enrollment timeframe.

Section B: Characteristics of the 2021 Selected Massachusetts Public High School Graduates

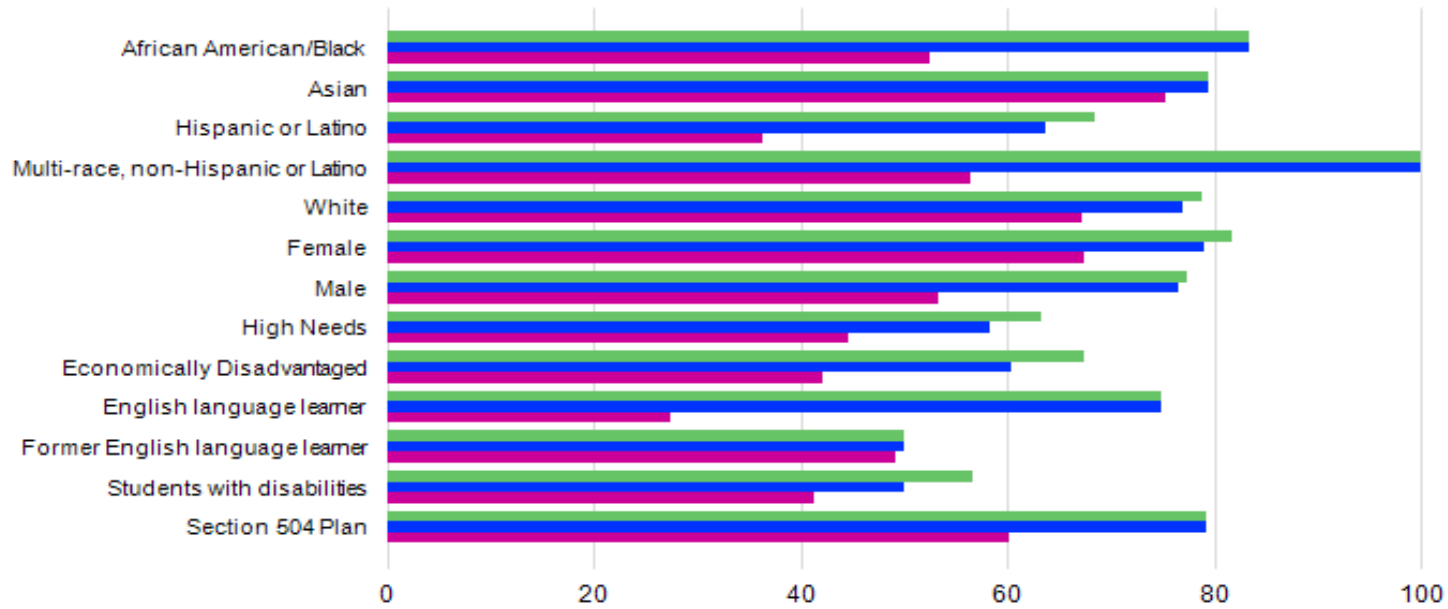
Reference 3

B1. Postsecondary Enrollment by Student Characteristics

	Selected HS	Enrolled in postsecondary					
	Graduates	Selected School(s)		District		State	
	#	#	%	#	%	#	%
African American/Black	12	10	83.3	10	83.3	3,266	52.6
Asian	39	31	79.5	31	79.5	3,658	75.3
Hispanic or Latino	19	13	68.4	14	63.6	4,605	36.3
Multi-race, non-Hispanic or Latino	15	15	100.0	15	100.0	1,192	56.5
American Indian or Alaskan Native	0	0	0.0		0.0	74	47.1
Native Hawaiian or Pacific Islander	0	0	0.0		0.0	28	56.0
White	242	191	78.9	191	77.0	28,809	67.3
Female	165	135	81.8	136	79.1	23,250	67.5
Male	160	124	77.5	124	76.5	18,347	53.4
High Needs	87	55	63.2	56	58.3	15,281	44.6
Economically Disadvantaged	43	29	67.4	29	60.4	11,378	42.2
English language learner						1,638	27.5
Former English language learner						685	49.2
Students with disabilities	53	30	56.6	31	50.0	5,225	41.4
Section 504 Plan	29	23	79.3	23	79.3	4,477	60.2
CVTE	0	0	0.0		0.0	6,097	44.7

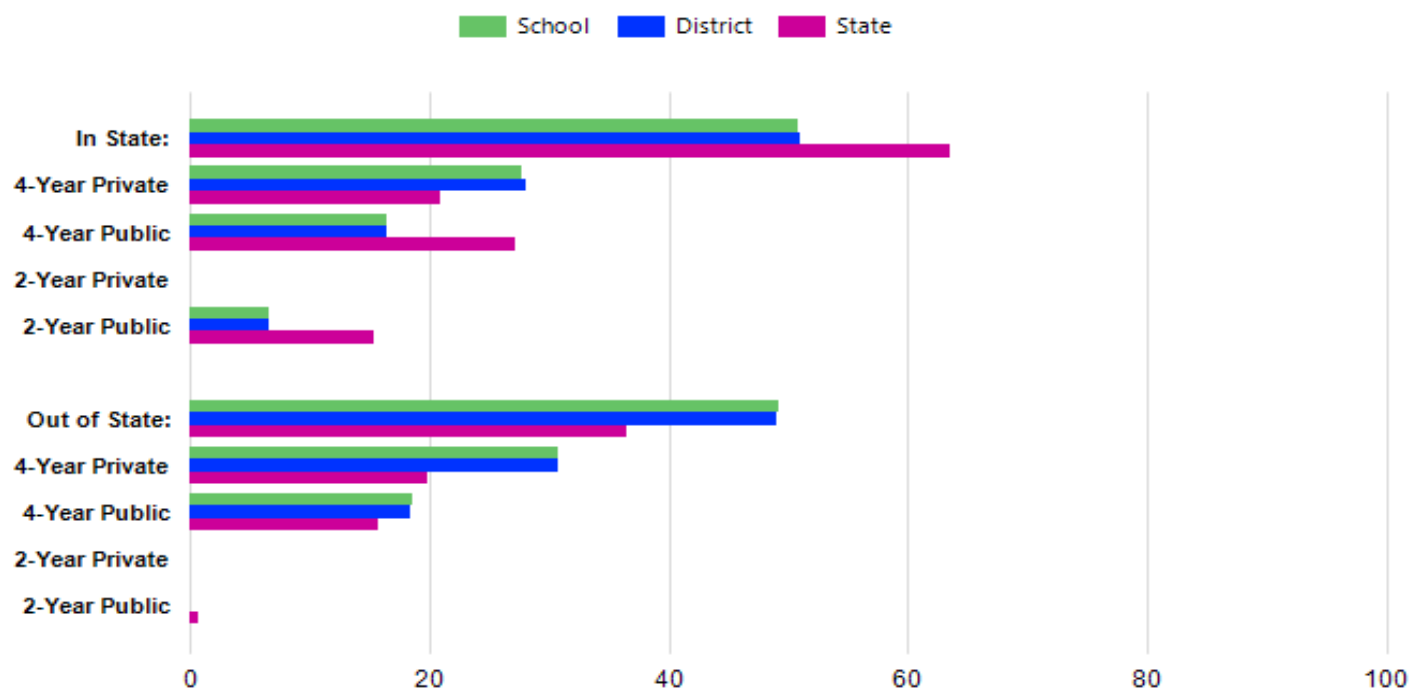
School District State

Reference 3



B2. Postsecondary Enrollment by Institution Type

	Enrolled in postsecondary					
	Selected School(s)		District		State	
	#	%	#	%	#	%
In State:	132	50.8	133	51.0	26,439	63.5
4-Year Private	72	27.7	73	28.0	8,759	21
4-Year Public	43	16.5	43	16.5	11,281	27.1
2-Year Private		0		0.0	8	0
2-Year Public	17	6.5	17	6.5	6,379	15.3
Out of State:	128	49.2	128	49.0	15,193	36.5
4-Year Private	80	30.8	80	30.7	8,296	19.9
4-Year Public	48	18.5	48	18.4	6,598	15.8
2-Year Private		0		0.0	5	0
2-Year Public		0		0.0	293	0.7

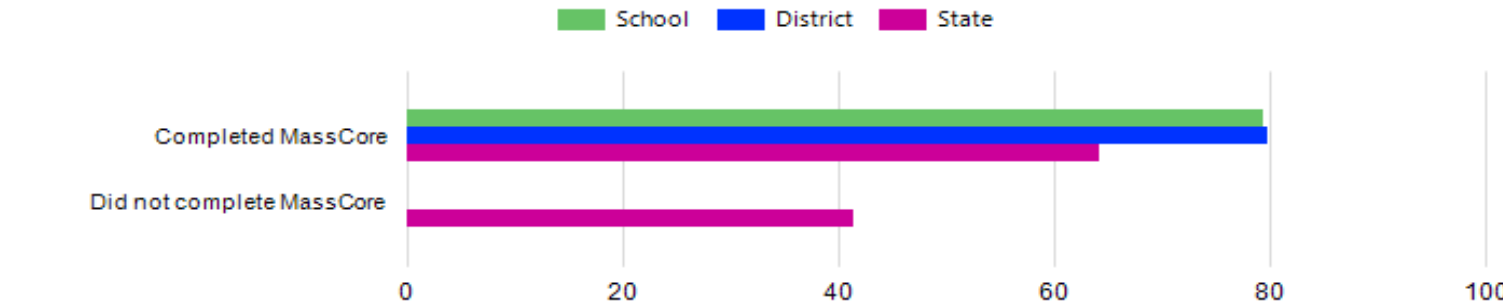


- Percentage in B1 represents the percent of selected high school graduates within the student grouping who enrolled in postsecondary education (e.g. of all males who graduated, x% enrolled).
- Percentage in B2 represents the percent of selected high school graduates enrolling in college who enrolled in the particular institution type (e.g. of all high school graduates who enrolled in postsecondary education, x% enrolled at in-state four-year private institutions).

Section C: Academic Preparation of the 2021 Selected Massachusetts Public High School Graduates

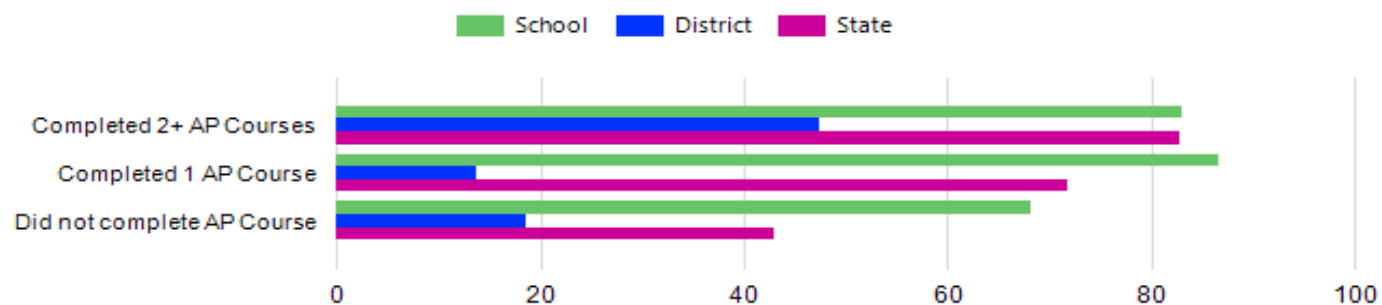
Reference 3

	Selected HS Graduates	Enrolled in postsecondary					
		Selected School(s)		District		State	
		Enrolled		Enrolled		Enrolled	
		#	%	#	%	#	%
Completed MassCore	327	260	79.5	261	79.8	36,836	64.3
Did not complete MassCore	0	0	0.0	0	0.0	4,796	41.5



C2. Postsecondary Enrollment by AP Courses

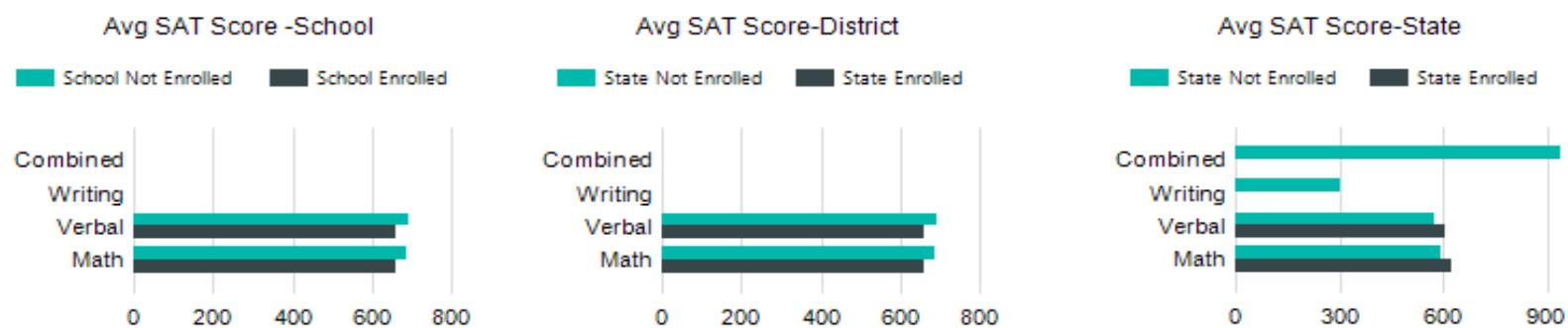
	Selected HS Graduates	Enrolled in postsecondary					
		Selected School(s)		District		State	
		Enrolled		Enrolled		Enrolled	
		#	%	#	%	#	%
Completed 2+ AP Courses	187	155	82.9	155	47.4	19,634	82.8
Completed 1 AP Course	52	45	86.5	45	13.8	6,544	71.7
Did not complete AP Course	88	60	68.2	61	18.7	15,454	42.9



C3. Postsecondary Enrollment by Average SAT Scores

Selected HS Graduates who took the SAT:29

	Average SAT Scores					
	Selected School(s)		District		State	
	Not Enrolled	Enrolled	Not Enrolled	Enrolled	Not Enrolled	Enrolled
Math	684	659	684	659	591	624
Verbal	690	659	690	659	574	606
Writing					300	
Combined					939	



- Percentages in C1 and C2 represent the percent of selected high school graduates with the particular academic preparation who did not enroll or enrolled in postsecondary education (e.g. of all those who completed MassCore, x% enrolled). Reference 2
- Average SAT scores represent the average score of the selected high school students who took the SAT.



Town/School Compensation and Benefits Study

Arlington, Massachusetts

- FINAL REPORT

October 12, 2021

Submitted by:

Human Resources Services, Inc.

9 Bartlet Street, Suite 186

Andover, Massachusetts 01810

www.hrsconsultinginc.com

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1 Introduction and Overview

Human Resources Services, Inc. (HRS) was commissioned by the Town of Arlington, Massachusetts to conduct an updated *Town/School Compensation and Benefits Study* in order to ensure competitive, fair and equitable compensation practices in the Town's organization. HRS was asked to conduct an independent evaluation of compensation and limited benefits. The consultants studied salaries/wages, certain benefits and other compensation for town/school positions, and total compensation for police and fire department positions. The scope of this study was shaped by the Town of Arlington's interest in understanding and comparing its total compensation, including benefits and pay, rather than simply pay; and also to conduct an all-inclusive town and school analysis and comparison within Arlington. Many organizations spend a great deal of time and money communicating their individual pay and benefits plans, but limit the resources and effort explaining the total rewards, or total compensation, package. The ability to effectively communicate the full value of total rewards packages can impact employee perception and appreciation of both benefits and compensation. This, in turn, can affect engagement and retention levels.

At the onset of this study, a project study team was formed to work with the HRS consultants and to ensure that accurate information and appropriate decisions and comparisons were made based upon the Town and School's requirements jointly, and also to ensure proper input to the consultants. The project study team also provided input regarding the Town's overall compensation philosophies, preferences, and needs of the specific areas to be studied. This team included the Town's Human Resources Director, Chief Financial Officer, and the School's Human Resources Director. The consultants also requested documentation about current compensation, benefits and classification/union programs, met with the team to discuss these offerings and discussed concerns to be addressed. Overall, approximately 130 Town of Arlington

benchmarked positions were studied. HRS consultants reviewed the Town's current job descriptions. The consulting team studied closely the departmental structures and jobs for both town and schools that make up the fabric of municipal operations.

The consulting team conducted a thorough review of the positions within the organization as they currently exist and have provided herein the detailed information on the methodology used, data and statistics, analysis, findings and recommendations. The analysis offered in this HRS Study will assist to increase the market competitiveness of the Town's compensation administration program within the regional and statewide marketplace.

Whenever a study seeks ways to improve or enhance systems, it is important to recognize what the organization has accomplished to date. Much credit must be given to the Town of Arlington, its management, superintendents, human resource directors and staff, for the efficiencies and levels of improvements to compensation administration programs to date. Human Resources Services' recommendations are a continuation of many existing policies to the next increment of operating efficiency and system excellence. Significant work is required to achieve these next incremental benefits and will require a concerted effort with Town and School officials, department heads, union representatives, and employees. The consultant team adhered to the following objectives:

1. Include all Town/School department positions identified by the Town and Schools
2. Evaluate the external competitiveness of the salary, wages, and benefits compared to the market.
3. Show other total compensation pay for public safety positions.
4. Provide total compensation charts for town and school positions.

5. Provide comparative graphics by each position.
6. Enable ongoing administration of the data provided, including union reviews and input.
7. Benchmarked positions to peer communities identified by the Town.

2 The Survey

A comprehensive custom wage and benefits survey was conducted as the major component of this Study. To measure the total compensation among the Town and School competitors for these positions studied, HRS distributed custom survey documents to comparable organizations jointly identified by the Town and Schools and HRS. The communities surveyed include *Belmont, Brookline, Medford, Melrose, Milton, Natick, Needham, North Andover, Reading, Stoneham, Watertown, and Winchester*. This survey document was designed to collect information regarding specific components of pay rates. Respondents were asked to provide information for those jobs that represent a best match to their Town/School positions. As needed, follow-up calls and emails were made to the comparable communities.

The Consultant Team met with the project team to develop a total compensation survey instrument. Comparable organizations responded to survey questions on salary/wages, benefits, other public safety compensation, and other school compensation. HRS met with the team to review draft data collected throughout the course of the study and analysis. A large volume of data was gathered for quantitative and qualitative results. Union contracts were gathered and analyzed to better understand the particulars of the wages, other pay, and benefits offered by the respective municipality or school district.

All of the comparative data is FY-2020 data information and are included as attachments to this report. Certain wage data may have been pro-rated for comparison purposes only. In the Comparative Data Charts attached to this report, in each cell, the top number indicates the minimum salary range for each position and the bottom number indicates the maximum salary range for each position. HRS also reported on the averages, medians, range, and 75th percentile of market;

and provided a variance comparison of Arlington to the Average for each position. For public safety, a total compensation comparison was conducted included all types of pay offered to those positions. For Police positions this included *maximum annual base pay, education pay @ Masters or maximum annual, quinn incentive/grandfathered employees, longevity @ 25 years, holiday pay, night differential, first responder/hazardous duty pay, EMT certification, defibrillator pay, clothing allowance, cleaning allowance, other pay, weekend differential*. For Fire positions this included *maximum annual base, EMT-B stipend, hazmat pay, associate's degree pay, education allowance, holiday pay, defibrillator pay, longevity @ 25 years, clothing and cleaning allowance, night differential, and other pay*. Maximum pay is typically used in the municipal compensation industry in this type of public safety analysis in order to show the potential remuneration at the maximum levels compared to other communities. Also maximums are considered more reliable as true comparisons as there is typically high levels of longevity in this profession.

The compensation structure for teachers pay also includes other types of compensation which is typical in similar public school organizations. Specifically, the categories of general compensation studied for these positions included minimum and maximum pay wage, but it also shows pay at the various levels, as follows: Teacher – BA Min, Teacher MA - Min, Teacher - MA Step 6, Teacher MA- Max (for Arlington this is step 13), Teacher-MA +15 Max, Teacher – MA +30 Max. The school teacher's salary schedules are set-up with *grades, steps and lanes*. In many respects, they are three dimensional because the pay rates are determined by various factors; *position rank, education level, and longevity*. So a teacher's step and grade with an MA +15 is different from a teacher's step and grade with a MA +30.

HRS gathered and analyzed all union contracts thoroughly. Throughout the study these documents were reviewed multiple times by HRS consultants to ensure the most accuracy as possible. Follow-up was also conducted with the various communities as needed on multiple occasions. As a final step, the union leaders in

Arlington were given an opportunity to review and comment on HRS' findings. HRS commends the Town of Arlington for this very open, communicative and transparent effort. With the Fire Union, three scenarios, the Town, HRS, and the Fire Union, were compared, and it was determined to go with the Fire Union analysis. As we stated, HRS compared and measured the pay rates among the Town of Arlington's local government competitors for these positions. More specifically, the Consultants systematically gathered and analyzed collective bargaining agreements, memoranda of agreements, JLMC decisions, salary schedules, and other contract materials and information from the comparable communities; follow-up discussion was also conducted with the communities to verify data and the application of compensation policies, such as longevity structure or educational structure as it relates to pay. The Town's and School's Human Resources Departments, Town/School Management, in collaboration with the various Town/School union leaders greatly assisted the Consultants in gathering and collecting the information and follow-up information needed for this analysis. This was truly a team effort; consultants, human resources/management, and union.

For each position analyzed, data points were collected from the labor market. The data points indicate the amount of salary information for each position surveyed. In some instances: (1) the organization did not have a comparable position; or (2) the consultants determined that the position was not comparable to the Town and School positions in Arlington. HRS used professional discretionary judgment when they compared positions to the comparable data. In some cases it was determined that less data was more, if it offered better comparative information. Also, the positions were benchmarked against other positions in the same job family series. This market analysis and information provides the Town and Schools with benchmark salary data to set the parameters for strategic compensation decisions and policy.

HRS conducted a benefits survey as part of the study. For general government employees it included the following:

- Health Insurance
- Health Insurance (Retiree)
- Health Reimbursement Account
- Longevity Program (5 – 25 years of service)
- Maximum Vacation Benefit

For Police:

- Analysis of Educational Incentive Programs

For Teachers:

- Longevity Benefits Program (5 – 25 years of service)

3 Compensation and Classification

It is important to note that this analysis is a snapshot of the market. Comparing positions to positions for compensation comparisons. It did not include a job analysis/job audit, internal equity analysis, or considerations for overtime eligible positions. For example, a supervisor in one town may be eligible for overtime, whereas in another community the supervisor may be exempt. Whether a position is exempt or non-exempt has a bearing on total compensation. The study is simply a data analysis and does not include pay equity considerations. The Town may want to consider studying positions, classification plans, and salary and equity further.

HRS recommends that the Town consider looking at its internal equity among positions, to complement the market comparability analysis that they have done so well. As the economy continues to change, the Town of Arlington may find the need to review not only its compensation, but also their internal equity and classification program to ensure that grades/ranges are competitive in order to attract and retain the necessary talent to provide vital municipal and school services; and to ensure there is no compression in the plans. The compensation and classification plan is the foundation for the personnel system and also addresses job analysis, job descriptions, ADA, FLSA, comparable worth, and internal pay equity. It also looks at job series, career ladders, and ensures that the salary schedules in their totality match the market. A comprehensive compensation and classification study should be conducted every ten years to ensure internal and external equity. Over time jobs change, skill requirements change, departments, organizations, and staffing change; and all of this has an impact on the pay that is necessary to attract talent for positions. These studies will often assist with employee morale too. Pay schedules can also be developed and maintained based on the Town's chosen compensation philosophy. Finally, the Town should also determine whether or not it has the ability to implement other compensation practices, such as the potential for additional rewards based on performance, skill attainment, or other factors.

4 HRS ATTACHMENTS

SALARY DATA BY COMMUNITY

Reference 4

	ARLINGTON - TOWN	FY20	FY20	FY20	FY20	FY20	FY20 Act.	FY20	FY20	FY20	FY20	FY20	FY20	FY20
	POSITION TITLE	Arlington	Belmont	Brookline	Medford	Melrose	Milton	Natick	Needham	North Andover	Reading	Stoneham	Watertown	Winchester
	ASSESSING													
1	Director of Assessment	87,079 125,834	84,859 112,634	103,951 122,449	101,140 118,248	88,104 97,069	109,718	75,000 125,000	96,680 119,892	94,960 113,952	regional	80,387 95,511	88,465 115,654	76,860 108,920
	COMPTROLLER													
2	Assistant Comptroller	64,223 84,761	66,717 95,301	85,778 97,054	68,276 79,768	67,254 86,426		75,000 125,000	66,300 83,109	50,640 60,767	59,319 75,231			70,510 99,925
3	Comptroller/Town Accountant/Auditor	96,484 139,424	84,859 121,062	103,951 122,449	see Fin Dir	see Fin Dir	see Fin Dir	100,000 145,000	96,680 119,892		see Fin Dir		128,048	107,862 124,318
	DEPARTMENT OF PUBLIC WORKS													
4	Assistant Public Works Director	75,729 97,987	90,409 128,945		111,760 123,799	93,741 120,458	109,718		112,303 139,248	86,327 103,593	92,643 117,478	91,360 108,557		
5	DPW Operations Manager	76,096 100,433	77,547 93,412	82,479 93,321		71,924 92,422	77,270			86,327 103,593				76,860 108,920
6	Forestry Supervisor (or Superintendent)	59,952 79,127		66,645 70,000					96,680 119,892		83,325 99,486			
7	Grounds Maintenance Worker	37,856 47,258	34,624 41,689		46,540 50,648	43,280 60,216					38,542 40,477	52,572 59,921	43,111 50,996	
8	Highway Supervisor (or Superintendent)	64,223 84,761		112,267 132,245	85,384 96,928		69,423		96,680 119,892	71,345 85,614	83,325 99,486		74,030 91,051	
9	Junior Civil Engineer	57,095 74,890		72,496 82,056	77,324 86,892	44,612 64,864					40,872 51,730			
10	Motor Equipment Operator I	41,725 51,938	38,210 46,018		50,544 53,040		48,885		42,453 52,146	39,562 43,534	38,542 40,477			45,219 53,872
11	Motor Equipment Operator II	43,014 53,456	41,795 50,324		52,104 54,496	45,518 64,174			45,490 55,578		44,533 55,286	53,723 62,623		46,987 56,014
12	Motor Equipment Operator III	47,070 58,448	45,381 54,674		53,872 57,668	48,055 66,609			48,381 59,301		50,086 62,192	56,110 65,463	56,516 66,845	48,693 57,990
13	Motor Equipment Repair Worker	49,171 60,986	56,095 67,594		53,872 62,192	45,518 64,174			51,917 63,378		57,595 71,531			48,693 57,990
14	Parks Supervisor (or Superintendent)	59,952 79,127	84,858 121,062	112,267 132,245	69,056 77,116	83,284 107,020	66,711		96,680 119,892		83,325 99,486		74,030 91,051	
15	Public Works Director	106,132 153,365	118,857 168,900	140,115 165,048	124,824 140,277	125,447 159,603	144,427	100,000 145,000	127,877 158,554	126,391 151,669	112,091 142,147	108,593 129,082	102,126 133,513	99,535 141,052
16	Senior Civil Engineer	66,472 87,730	73,965 89,092	83,300 94,196	85,384 96,928	58,783 75,528	78,672		60,372 75,738	64,858 77,831	72,488 91,749			
17	Supervisor of Motor Equipment Repair	59,952 79,127		70,144 73,674	67,756 96,928	53,517 74,157	91,506		81,082 100,536		see Highway Super	58,317 68,084		62,585 85,255
18	Town Engineer	88,324 114,283		112,267 132,245	119,280 134,025	95,181 122,308	109,027		112,303 139,248		97,490 116,397		88,805 116,099	76,860 108,920
19	Tree Climber	47,070 58,448			53,872 57,668				48,381 59,301	46,717 50,981	44,533 55,286			48,693 57,990
20	Water Account Clerk	40,215 53,048				35,561 51,704	74,605			37,148 46,683				
21	Water Supervisor (or Superintendent)	64,223 84,761	84,858 121,062	112,267 132,245	68,068 76,544		78,672		96,680 119,892	64,002 70,283	83,325 99,486		77,361 95,147	62,585 85,255
	Arlington Study	49,171	45,381		53,872	49,356			48,381	42,099			HRC, Inc.	

SALARY DATA BY COMMUNITY

Reference 4

	ARLINGTON - TOWN	FY20	FY20	FY20	FY20	FY20	FY20 Act.	FY20	FY20	FY20	FY20	FY20	FY20	FY20
	POSITION TITLE	Arlington	Belmont	Brookline	Medford	Melrose	Milton	Natick	Needham	North Andover	Reading	Stoneham	Watertown	Winchester
		60,986	54,674		57,668	69,393			59,301	46,280				57,990
23	Working Foreman (Tree, Highway, Water, Sewer)	50,669 62,774	59,659 71,879		69,056 77,116	49,356 69,393						60,937 71,200		52,874 63,190
24	Working Foreman (Bldg Trades)	49,171 60,986	59,659 71,879		67,756 75,660	49,356 69,393	65,209		56,035 68,453	46,717 50,981	57,595 71,531			52,874 63,190
	FACILITIES													
25	Electrician	50,669 62,774		65,300 68,626		49,356 69,393	59,685		65,832 79,248					54,064 73,483
26	Plumber	50,669 62,774		65,300 68,626		49,356 69,393			65,832 79,248					54,064 73,483
	Director of Facilities	106,132 153,365	110,792 157,888			95,181 122,308	126,411							
27	Supervisor of Building Maintenance	59,952 79,127			85,384 96,928			100,000 145,000	112,303 139,248	78,479 94,175	112,091 142,147		74,030 91,051	59,604 81,231
28	Supervisor of Custodians	64,223 84,761		65,300 68,626	60,736 68,640									
	INSPECTIONS													
29	Director of Inspections/Building Commissioner Director of Inspectional Services	96,484 139,424		126,765 149,323	93,704 109,512	71,924 92,422	109,718	75,000 125,000	96,680 119,892	78,479 94,175	78,956 100,133	78,811 93,639	77,361 95,147	76,860 108,920
30	Building Inspector	59,952 79,127	69,003 83,110	78,751 82,714			88,000	60,000 105,000	70,720 88,650	53,601 64,322		59,490 70,667	62,079 76,352	59,604 81,231
31	Inspector of Wires	62,053 81,896		82,099 86,230	84,188 92,872	58,094 64,006	53,512		60,372 75,738	44,117 55,458	53,918 68,387		70,840 87,128	56,764 77,268
32	Plumbing & Gas Inspector	62,053 81,896		82,099 86,230	84,188 92,872	51,820 57,094	54,048		60,372 75,738	33,088 41,594	53,918 68,387		70,841 87,128	56,764 77,268
	HEALTH AND HUMAN SERVICES													
33	Council on Aging Director	70,458 92,995	84,858 121,062	99,707 117,450	78,624 92,040	80,801 89,023	83,692	75,000 125,000	96,680 119,892	64,858 77,831	65,247 82,758	66,337 78,811	66,861 87,410	70,510 99,925
34	Director of Health and Human Services	87,079 125,834							112,303 139,248					
35	Director of Public Health	70,119 90,730	90,409 128,945	117,375 138,262	101,140 118,248	71,924 92,422	100,702	75,000 125,000		74,345 85,614		66,337 78,811	88,805 116,099	70,510 99,925
36	Director of Veterans Services	57,371 75,721	52,750 76,000	85,778 97,054	68,276 79,768	72,464 79,838		60,000 105,000		53,601 64,322	53,918 68,387	45,416 53,943	66,861 87,410	stipend
37	Geriatric Nurse (or Public Health Nurse)	61,752 79,904	46,498 66,513	104,997	67,184 75,556	44,612 64,864		60,000 105,000	66,300 83,109			57,993 68,699	62,079 76,352	59,604 81,231
	HUMAN RESOURCES													
38	Assistant Director of Human Resources	61,752 79,904		85,778 97,054		67,254 86,426			66,300 83,109					
39	Benefits Administrator	52,033 67,329	49,815 71,300	60,535 68,492	58,450 64,656			60,000 105,000	54,990 68,991	53,601 64,322		54,093 64,311	45,617 56,105	54,064 73,483
40	Director of Human Resources	87,079 125,834	103,515 147,555	117,375 138,262	73,424 87,464	87,448 112,372	117,000	100,000 145,000	104,491 129,582	78,479 94,175	78,956 100,133	75,698 89,980	77,559 101,396	76,860 108,920

SALARY DATA BY COMMUNITY

	ARLINGTON - TOWN	FY20	FY20	FY20	FY20	FY20	FY20 Act.	FY20	FY20	FY20	FY20	FY20	FY20	FY20
	POSITION TITLE	Arlington	Belmont	Brookline	Medford	Melrose	Milton	Natick	Needham	North Andover	Reading	Stoneham	Watertown	Winchester
	LEGAL													
41	Paralegal	57,095 73,877		55,534 73,972	47,684 52,364	51,435 66,087								
42	Town Counsel	106,132 153,365		136,907 161,269	115,193 131,925	144,000 159,818				104,455 125,346				
	LIBRARY													
43	Adult Services Librarian	52,536 65,523	54,509 65,354	54,964 78,006	49,874 60,669		78,377		54,990 68,991	41,262 49,413			49,623 59,303	51,489 70,171
44	Assistant Library Director	73,476 91,636		117,375 138,262	70,976 86,958	67,254 86,426	86,578		71,058 89,174	58,963 70,755	71,780 91,026	59,144 70,298		70,510 99,925
45	Branch Librarian	59,213 73,849									53,918 68,387			
46	Children's Librarian	52,536 65,523	54,509 65,354	54,964 78,006	49,874 60,669		67,850		54,990 68,991		59,319 75,231		49,623 59,303	51,489 70,171
47	Head of Adult Services	65,022 81,093	66,770 80,073		53,943 65,641				60,372 75,738	45,065 53,937				59,604 81,231
48	Head of Children's Services	65,022 81,093	63,775 76,478		53,943 65,641				60,372 75,738	45,065 53,937	71,780 91,026	52,327 62,200		59,604 81,231
49	Head of Technical Services	59,213 73,849	66,770 80,073		53,943 65,641		67,850		60,372 75,738	45,065 53,937	71,780 91,026	53,898 63,980		59,604 81,231
50	Head of Technology	65,022 81,093	63,775 76,478	85,778 97,054	58,340 71,027		67,850		60,372 75,738	45,065 53,937				59,604 81,231
51	Library Assistant	33,182 43,950	33,439 40,228	36,922 43,252	42,618 51,875	39,689 51,244	57,471		40,872 51,285	34,320 43,076	36,836 46,703	40,198 47,740	37,593 44,928	
52	Library Director	96,484 139,424	84,858 121,062	117,375 138,262	94,512 113,005	66,595 85,574	120,253	75,000 125,000	96,680 119,892	78,479 94,175	95,531 121,154	75,698 89,980	88,805 116,099	76,860 108,920
	MULTI-GENERAL													
53	Office Manager	52,808 69,701	48,774 69,787	60,832 67,652	57,283 62,958	42,358 61,587	66,799		48,750 61,172	35,783 44,948	65,247 82,758	66,271 78,775	51,277 64,024	
54	Principal Clerk	41,722 55,010	39,658 56,808	51,684 57,542	47,630 52,297	35,561 51,704	63,207		40,872 51,285	37,148 46,683		39,400 46,793	45,617 56,105	
55	Senior Clerk	38,026 50,460	28,330 47,775	46,013 52,559	38,242 43,281	33,563 48,777	67,690		37,304 46,820			38,445 45,657		
	PLANNING													
56	Economic Development Coordinator	75,729 97,987		70,608 79,890			77,932		66,300 83,109					
57	Director of Planning & Development	106,132 153,365	118,547 168,900	126,765 149,323	108,004 124,800	87,448 112,372	106,523	100,000 145,000	104,491 129,582	78,479 94,175	78,956 100,133	88,784 105,537	88,805 116,099	76,860 108,920

SALARY DATA BY COMMUNITY

	ARLINGTON - TOWN	FY20	FY20	FY20	FY20	FY20	FY20 Act.	FY20	FY20	FY20	FY20	FY20	FY20	FY20
	POSITION TITLE	Arlington	Belmont	Brookline	Medford	Melrose	Milton	Natick	Needham	North Andover	Reading	Stoneham	Watertown	Winchester
	PUBLIC SAFETY													
58	Public Safety Dispatcher	47,070 58,448	45,442 57,768	52,348 54,700			52,471			41,288 52,707		42,220 48,928	49,815 61,268	44,075 60,070
	RECREATION													
59	Director of Recreation	87,079 125,834	84,858 121,062	117,375 138,262	80,548 94,224	83,284 107,020	80,270	75,000 125,000	96,680 119,892	78,479 94,175	65,247 82,758	75,698 89,480	77,559 101,396	70,510 99,925
	TECHNOLOGY													
60	Chief Technology Officer	106,132 153,365	74,548 106,422	136,907 161,269	93,704 109,512	105,328 134,006		100,000 145,000	104,491 129,582	104,455 114,900	92,643 117,478	104,934	77,559 101,396	76,860 108,920
61	Assistant Director of Technology	81,030 104,848		112,625 127,430		67,254 86,426	97,000	60,000 105,000	81,471 102,200	64,858 71,344				
62	Desktop Support Technician	59,952 79,127	48,773 69,786					48,000 80,000	64,397 80,787	43,430 51,117	53,918 68,387	50,002 59,436		
63	MUNIS Project Manager	75,729 97,987		85,778 97,054					66,300 83,109		65,247 82,758			
64	Network Support	59,952 79,127	55,515 79,394	85,778 97,054	68,068 76,544			48,000 80,000			65,247 82,758			59,348 84,106
65	Systems Analyst	75,729 97,987	59,479 84,989	85,778 97,054		56,060 72,036		48,000 80,000	54,990 68,991	53,601 64,322			70,811 87,128	
	TOWN CLERK													
66	Assistant Town Clerk	45,864 60,536	66,717 95,302	85,778 97,054	63,544 75,660	47,186 60,634	75,338		54,990 68,991	50,650 60,767	49,023 62,166			51,489 70,171
67	Town Clerk			99,707 117,450	101,140 118,248	71,924 92,422	103,517			71,345 85,614	71,780 91,026	79,111	77,599 101,396	76,860 108,920
	TOWN MANAGER													
68	Finance Director	103,132 153,365	84,858 121,062	136,907 161,269	108,004 124,800	125,447 159,603	119,000	125,000 165,000	127,877 158,554	104,455 114,900	95,531 121,154			
69	Public Information Officer	81,030 104,848						60,000 105,000	71,058 89,174					
70	Purchasing Agent	75,729 97,987			86,736 100,776		54,748	60,000 105,000	71,058 89,174		71,780 91,026		66,681 87,410	
	TREASURER/COLLECTOR													
71	Deputy Treasurer	70,458 92,995	70,385 84,773	85,778 97,054	68,276 79,768	67,254 86,426	75,338	60,000 105,000	66,300 83,109		59,319 75,231	60,120 71,420	66,861 87,410	64,691 91,672
72	Treasurer/Collector	96,484 139,424	105,531	see Fin Dir	101,140 118,248	87,448 112,372	103,517	75,000 125,000	96,680 119,892	71,245 84,614	78,956 100,133	88,784 105,537	88,805 116,099	76,860 108,920

SUMMARY COMPOSITE SALARY DATA

Reference 4

	ARLINGTON - TOWN	FY20	Comp	Comp	Comp	Comp	75th Percent	Percent ARLINGTON Data
	POSITION TITLE	Arlington	Data Points	Average	Lo-Hi Range	Median	of Market	Higher/Lower than Avg.
	ASSESSING							
1	Director of Assessment	87,079 125,834	10 11	89,041 112,641	75,000 125,000	88,285 113,952	96,250 119,070	-2.3% 10.5%
	COMPTROLLER							
2	Assistant Comptroller	64,223 84,761	9 9	67,755 89,176	50,640 125,000	67,254 86,426	70,510 97,054	-5.5% -5.2%
3	Comptroller/Town Accountant/Auditor	96,484 139,424	4 7	96,373 124,090	84,859 145,000	98,340 122,449	100,988 126,183	0.1% 11.0%
	DEPARTMENT OF PUBLIC WORKS							
4	Assistant Public Works Director	75,729 97,987	7 8	96,935 118,975	86,327 139,248	92,643 118,968	102,751 125,086	-28.0% -21.4%
5	DPW Operations Manager	76,096 100,433	5 6	79,027 94,823	71,924 108,920	77,547 93,367	82,479 101,048	-3.9% 5.6%
6	Forestry Supervisor (or Superintendent)	59,952 79,127	3 3	82,217 96,459	66,645 119,892	83,325 99,486	90,003 109,689	-37.1% -21.9%
7	Grounds Maintenance Worker	37,856 47,258	6 7	43,112 50,744	34,624 60,216	43,196 50,996	45,725 55,592	-13.9% -7.4%
8	Highway Supervisor (or Superintendent)	64,223 84,761	6 7	87,172 99,234	71,345 132,245	84,355 96,928	93,856 109,689	-35.7% -17.1%
9	Junior Civil Engineer	57,095 74,890	4 4	58,826 71,386	40,872 86,892	58,554 73,460	73,703 83,265	-3.0% 4.7%
10	Motor Equipment Operator I	41,725 51,938	6 8	42,422 48,344	38,210 53,872	41,007 48,833	44,528 52,369	-1.7% 6.9%
11	Motor Equipment Operator II	43,014 53,456	7 8	47,164 56,244	41,795 64,174	45,518 55,432	49,546 57,667	-9.6% -5.2%
12	Motor Equipment Operator III	47,070 58,448	8 9	50,887 61,179	45,381 66,845	49,389 59,872	54,432 65,463	-8.1% -4.7%
13	Motor Equipment Repair Worker	49,171 60,986	6 7	52,282 63,992	45,518 71,531	52,894 63,378	55,539 65,884	-6.3% -4.9%
14	Parks Supervisor (or Superintendent)	59,952 79,127	7 8	86,214 101,823	69,056 132,245	83,325 103,253	90,769 120,185	-43.8% -28.7%
15	Public Works Director	106,132 153,365	11 12	116,896 148,273	99,535 168,900	118,857 144,714	125,919 158,816	-10.1% 3.3%
16	Senior Civil Engineer	66,472 87,730	7 8	71,307 84,967	58,783 96,928	72,488 83,882	78,633 92,361	-7.3% 3.1%
17	Supervisor of Motor Equipment Repair	59,952 79,127	6 7	65,567 84,306	53,517 100,536	65,171 85,255	69,547 94,217	-9.4% -6.5%
18	Town Engineer	88,324 114,283	7 8	100,312 122,284	76,860 139,248	97,490 119,353	112,285 132,690	-13.6% -7.0%
19	Tree Climber	47,070 58,448	5 5	48,439 56,245	44,533 59,301	48,381 57,668	48,693 57,990	-2.9% 3.8%
20	Water Account Clerk	40,215 53,048	2 3	36,355 57,664	35,561 74,605	36,355 51,704	36,751 63,155	9.6% -8.7%
21	Water Supervisor (or Superintendent)	64,223 84,761	8 9	81,143 97,621	62,585 132,245	80,343 95,147	87,814 119,892	-26.3% -15.2%
22	Water Systems Maintenance Craftsman	49,171	6	47,964	42,099	48,537	49,190	2.5%

SUMMARY COMPOSITE SALARY DATA

Reference 4

	ARLINGTON - TOWN	FY20		Comp	Comp	Comp	Comp	75th Percent	Percent ARLINGTON Data
	POSITION TITLE	Arlington		Data Points	Average	Lo-Hi Range	Median	of Market	Higher/Lower than Avg.
		60,986		6	57,551	69,393	57,829	58,973	5.6%
23	Working Foreman (Tree, Highway, Water, Sewer)	50,669 62,774		5 5	58,376 70,556	49,356 77,116	59,659 71,200	60,937 71,879	-15.2% -12.4%
24	Working Foreman (Bldg Trades)	49,171 60,986		7 8	55,713 67,037	46,717 75,660	56,035 68,923	58,627 71,618	-13.3% -9.9%
	FACILITIES								
25	Electrician	50,669 62,774		4 5	58,638 70,087	49,356 79,248	59,682 69,393	65,433 73,483	-15.7% -11.6%
26	Plumber	50,669 62,774		4 4	58,638 72,688	49,356 79,248	59,682 71,438	65,433 74,924	-15.7% -15.8%
	Director of Facilities	106,132 153,365		2 3	102,987 135,536	95,181 157,888	102,987 126,411	106,889 142,150	3.0% 11.6%
27	Supervisor of Building Maintenance	59,952 79,127		7 7	88,842 112,826	59,604 145,000	85,384 96,928	106,046 140,698	-48.2% -42.6%
28	Supervisor of Custodians	64,223 84,761		2 2	63,018 68,633	60,736 68,640	63,018 68,633	64,159 68,637	1.9% 19.0%
	INSPECTIONS								
29	Director of Inspections/Building Commissioner	96,484		10	85,454	71,924	78,645	90,017	11.4%
	Director of Inspectional Services	139,424		11	108,898	149,323	108,920	114,805	21.9%
30	Building Inspector	59,952 79,127		8 9	64,156 82,227	53,601 105,000	61,040 82,714	69,432 88,000	-7.0% -3.9%
31	Inspector of Wires	62,053 81,896		8 9	63,799 73,400	44,117 92,872	59,233 75,738	73,655 86,230	-2.8% 10.4%
32	Plumbing & Gas Inspector	62,053 81,896		8 9	61,636 71,151	33,088 92,872	58,568 75,738	73,656 86,230	0.7% 13.1%
	HEALTH AND HUMAN SERVICES								
33	Council on Aging Director	70,458 92,995		11 12	77,226 97,908	64,858 125,000	75,000 90,532	82,830 118,061	-9.6% -5.3%
34	Director of Health and Human Services	87,079 125,834		1 1	112,303 139,248	112,303 139,248	112,303 139,248	112,303 139,248	-29.0% -10.7%
35	Director of Public Health	70,119 90,730		9 10	83,983 108,403	66,337 138,262	75,000 108,401	90,409 123,312	-19.8% -19.5%
36	Director of Veterans Services	57,371 75,721		9 9	62,118 79,080	45,416 105,000	60,000 79,768	68,276 87,410	-8.3% -4.4%
37	Geriatric Nurse (or Public Health Nurse)	61,752 79,904		8 9	58,034 80,702	44,612 105,000	59,802 76,352	63,134 83,109	6.0% -1.0%
	HUMAN RESOURCES								
38	Assistant Director of Human Resources	61,752 79,904		3 3	73,111 88,863	66,300 97,054	67,254 86,426	76,516 91,740	-18.4% -11.2%
39	Benefits Administrator	52,033 67,329		9 9	54,574 70,740	45,617 105,000	54,093 68,492	58,450 71,300	-4.9% -5.1%
40	Director of Human Resources	87,079 125,834		11 12	88,528 114,320	73,424 147,555	78,956 110,646	101,758 131,752	-1.7% 9.2%

SUMMARY COMPOSITE SALARY DATA

	ARLINGTON - TOWN	FY20	Comp	Comp	Comp	Comp	75th Percent	Percent ARLINGTON Data
	POSITION TITLE	Arlington	Data Points	Average	Lo-Hi Range	Median	of Market	Higher/Lower than Avg.
	LEGAL							
41	Paralegal	57,095 73,877	3 3	51,551 64,141	47,684 73,972	51,435 66,087	53,485 70,030	9.7% 13.2%
42	Town Counsel	106,132 153,365	4 4	125,139 144,590	104,455 161,269	126,050 145,872	138,680 160,181	-17.9% 5.7%
	LIBRARY							
43	Adult Services Librarian	52,536 65,523	7 8	50,959 66,286	41,262 78,377	51,489 67,173	54,737 72,130	3.0% -1.2%
44	Assistant Library Director	73,476 91,636	8 9	73,382 91,045	58,963 138,262	70,743 86,958	71,239 91,026	0.1% 0.6%
45	Branch Librarian	59,213 73,849	1 1	53,918 68,387	53,918 68,387	53,918 68,387	53,918 68,387	8.9% 7.4%
46	Children's Librarian	52,536 65,523	7 8	53,538 68,197	49,623 78,006	54,509 68,421	54,977 71,436	-1.9% -4.1%
47	Head of Adult Services	65,022 81,093	5 5	57,151 71,324	45,065 81,231	59,604 75,738	60,372 80,073	12.1% 12.0%
48	Head of Children's Services	65,022 81,093	7 7	58,124 72,322	45,065 91,026	59,604 75,738	62,074 78,855	10.6% 10.8%
49	Head of Technical Services	59,213 73,849	7 8	58,776 72,434	45,065 91,026	59,604 71,794	63,571 80,363	0.7% 1.9%
50	Head of Technology	65,022 81,093	6 7	62,156 74,759	45,065 97,054	59,988 75,738	62,924 78,855	4.4% 7.8%
51	Library Assistant	33,182 43,950	9 10	38,054 47,780	33,439 57,471	37,593 47,222	40,198 51,275	-14.7% -8.7%
52	Library Director	96,484 139,424	11 12	86,399 112,781	66,595 138,262	84,858 117,996	95,022 121,085	10.5% 19.1%
	MULTI-GENERAL							
53	Office Manager	52,808 69,701	9 10	52,953 66,046	35,783 82,758	51,277 65,412	60,832 69,253	-0.3% 5.2%
54	Principal Clerk	41,722 55,010	8 9	42,196 53,603	35,561 63,207	40,265 52,297	46,120 56,808	-1.1% 2.6%
55	Senior Clerk	38,026 50,460	6 7	36,983 50,366	28,330 67,690	37,773 47,775	38,394 50,668	2.7% 0.2%
	PLANNING							
56	Economic Development Coordinator	75,729 97,987	2 3	68,454 80,310	66,300 83,109	68,454 79,890	69,531 81,500	9.6% 18.0%
57	Director of Planning & Development	106,132 153,365	11 12	96,104 121,780	76,860 168,900	88,805 114,236	106,248 133,437	9.4% 20.6%

SUMMARY COMPOSITE SALARY DATA

	ARLINGTON - TOWN	FY20	Comp	Comp	Comp	Comp	75th Percent	Percent ARLINGTON Data
	POSITION TITLE	Arlington	Data Points	Average	Lo-Hi Range	Median	of Market	Higher/Lower than Avg.
	PUBLIC SAFETY							
58	Public Safety Dispatcher	47,070 58,448	6 7	45,865 55,416	41,288 61,268	44,758 54,700	48,722 58,919	2.6% 5.2%
	RECREATION							
59	Director of Recreation	87,079 125,834	11 12	82,294 104,455	65,247 138,262	78,479 100,661	84,071 120,185	5.5% 17.0%
	TECHNOLOGY							
60	Chief Technology Officer	106,132 153,365	10 11	96,650 121,220	74,548 161,269	96,852 114,900	104,482 131,794	8.9% 21.0%
61	Assistant Director of Technology	81,030 104,848	5 6	77,242 98,233	60,000 127,430	67,254 99,600	81,471 104,300	4.7% 6.3%
62	Desktop Support Technician	59,952 79,127	6 6	51,420 68,252	43,430 80,787	49,388 69,087	52,939 77,447	14.2% 13.7%
63	MUNIS Project Manager	75,729 97,987	3 3	72,442 87,640	65,247 97,054	66,300 83,109	76,039 90,082	4.3% 10.6%
64	Network Support	59,952 79,127	6 6	63,659 83,309	48,000 97,054	62,298 81,379	67,363 83,769	-6.2% -5.3%
65	Systems Analyst	75,729 97,987	7 7	61,246 79,217	48,000 97,054	56,060 80,000	65,145 86,059	19.1% 19.2%
	TOWN CLERK							
66	Assistant Town Clerk	45,864 60,536	8 9	58,672 74,009	47,186 97,054	53,240 70,171	64,337 75,660	-27.9% -22.3%
67	Town Clerk	96,555	7 10	81,479 99,874	71,345 118,248	76,860 101,215	88,653 107,569	-3.4%
	TOWN MANAGER							
68	Finance Director	103,132 153,365	8 9	113,510 138,371	84,858 165,000	116,502 124,800	126,055 159,603	-10.1% 9.8%
69	Public Information Officer	81,030 104,848	2 2	65,529 97,087	60,000 105,000	65,529 97,087	68,294 101,044	19.1% 7.4%
70	Purchasing Agent	75,729 97,987	5 6	71,251 88,022	60,000 105,000	71,058 90,100	71,780 98,339	5.9% 10.2%
	TREASURER/COLLECTOR							
71	Deputy Treasurer	70,458 92,995	10 11	66,898 85,200	59,319 105,000	66,581 84,773	68,021 89,541	5.1% 8.4%
72	Treasurer/Collector	96,484 139,424	9 11	84,991 109,078	71,245 125,000	87,448 108,920	88,805 117,174	11.9% 21.8%

SALARY DATA BY COMMUNITY

Reference 4

	ARLINGTON - SCHOOL POSITION TITLE	FY20 Arlington	FY20 Belmont	FY20 Brookline	FY20 Medford	FY20 Melrose	FY20 Milton	FY20 Natick	FY20 Needham	FY20 North Andover	FY20 Reading	FY20 Stoneham	FY20 Watertown	FY20 Winchester
	Teachers					FY19	FY19							
1	Teacher - BA Min	48,494	51,017	54,148	52,373	46,836	49,078	48,480	50,841	48,234	50,369	45,996	53,397	48,984
2	Teacher - MA Min	51,789	54,776	60,342	57,158	51,435	53,142	53,327	54,652	53,850	54,062	49,593	57,199	56,387
3	Teacher - MA Step 6	63,319	67,865	74,616		62,062	68,362	64,881	68,976	64,072	65,646	59,730	67,935	68,376
4	Teacher - MA Max (Step 13 in Arlington)	87,914	99,718	100,704	89,822	76,122	93,297	86,273	95,762	85,369	86,163	81,930	92,588	89,059
5	Teacher - MA + 15 Max	88,451	101,963		91,684		96,600	90,585	98,066	87,094		83,261	95,362	91,816
6	Teacher - MA + 30 Max	90,925	104,668	108,117	93,546	79,451	98,258	94,898	101,010	89,705	87,714	87,138	98,226	97,905
	Paraprofessionals													
7	Teaching Assistant	15.47 17.17	15.54 20.81	19.89 24.94			14.41 27.68		17.22 23.10		14.96 20.64	16.41 23.04	21.91 28.54	21.98 25.48
8	Tutor	22.54 28.58	19.01 28.04	25.00 25.00			14.41 29.89		25.99 33.90	36.00	16.19 19.83	51.50	30.00	
	Principals and Administration													
9	Assistant Principal	103,460 104,942	92,207 104,612	123,000 123,000		88,880 103,153		114,725 114,725	89,523 129,345	104,000 104,000	100,000 120,374	99,011 121,247	92,738 117,907	108,150 126,093
10	Assistant Superintendent of Schools	156,060 156,060	161,360 161,360	170,000 199,000		135,349 135,349	147,374 147,374	153,500 153,500		147,000 147,000	148,625 148,625	137,177 147,013	115,389 115,389	159,573 159,573
11	Chief Financial Officer/Business Manager	134,640 134,640	157,654 157,654			137,327 137,327	148,110 148,110	142,704 142,704	177,318 177,318	156,000 156,000	149,000 149,000	98,001 98,001	142,830 142,830	144,256 144,256
12	Curriculum Director/Coordinator	101,352 110,000	see Asst Superintendent	67,408 136,338		135,349 135,349	132,600 132,600		136,149 136,149	102,000 102,000	96,350 102,500	137,177 137,177	83,465 118,550	
13	Dean	101,352 125,296		122,000 143,000				110,082 110,082					92,738 117,907	
14	Director of Community Education	105,000 105,000								81,200 81,200	86,500 86,500		84,870 84,870	
15	Director of Transportation	86,595 86,595		64,000 81,000					94,354 107,884	71,400 71,400				
16	Elementary School Principal	118,830 128,058	126,684 138,001	127,500 148,875		100,000 110,000	108,743 126,286	128,217 139,050	138,692 152,762	105,000 120,000	110,700 128,000	118,450 128,208	122,000 131,000	121,540 135,024
17	Food Services Director	101,352 101,352		80,000 99,000					106,016 121,218	85,300 85,300	115,000 115,000	outsourced	78,797 78,797	
18	High School Principal	154,546 154,546	117,588 122,910	133,000 159,000		127,296 127,296	157,687 157,687	150,349 150,349	168,556 168,556	135,000 135,000	126,500 126,500	122,500 122,500	137,777 137,777	142,737 142,737
19	Middle School Principal	132,600 132,600	117,588 122,910	127,500 148,875		116,000 116,000	140,000 140,000	142,444 142,444	153,044 157,678	134,000 134,000	126,000 126,000	131,930 131,930	128,100 128,100	136,340 136,340
20	School Human Resources Director	114,196 114,196	130,782 130,782	122,000 143,000				137,499 137,499	170,805 170,805	122,000 122,000			115,920 115,920	140,039 140,039
21	Special Education Director	147,737 147,737		122,000 143,000		148,665 148,665	132,600 132,600		142,188 142,188	122,500 122,500	147,000 147,000	see Asst Super	150,030 150,030	148,053 148,053
22	Superintendent of Schools	199,060 199,060	213,521 213,521	170,000 199,000		183,238 183,238	221,726 221,726	199,000 199,000	230,879 230,879	186,000 186,000	187,650 187,650	185,173 185,173	183,411 183,411	211,601 211,601
	Facilities													
23	Building Custodian	19.59 24.36	19.45 22.68	22.20 26.70					21.49 25.49	23.13	20.15 22.45	18.70 22.70	19.34 24.72	19.44 27.38
24	Senior Building Custodian	20.76 25.80	24.45 27.15	31.85 37.04					25.61 30.49	28.96	20.57 23.53		20.72 27.34	22.29 32.14

SALARY DATA BY COMMUNITY

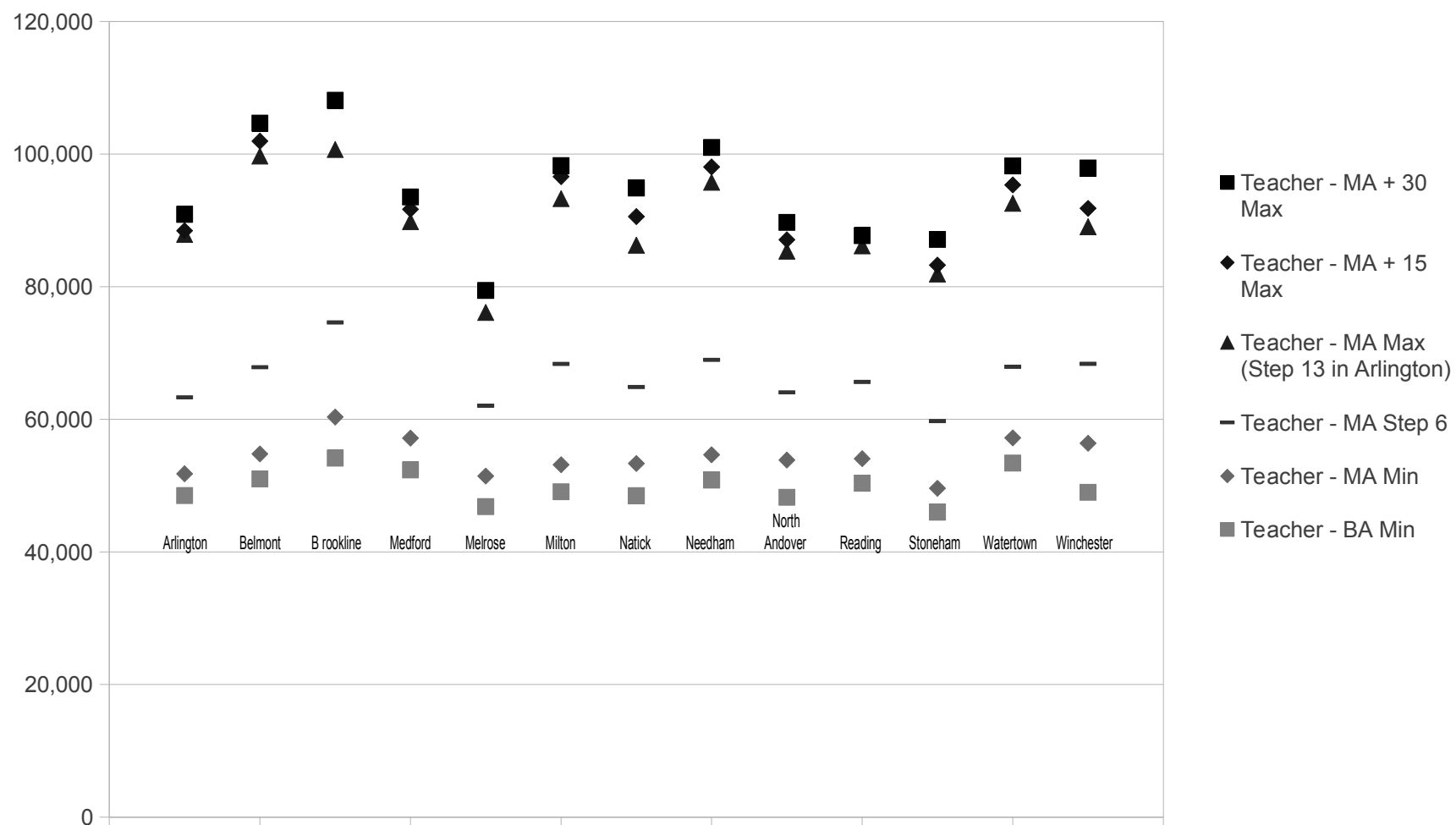
	ARLINGTON - SCHOOL POSITION TITLE	FY20 Arlington	FY20 Belmont	FY20 Brookline	FY20 Medford	FY20 Melrose	FY20 Milton	FY20 Natick	FY20 Needham	FY20 North Andover	FY20 Reading	FY20 Stoneham	FY20 Watertown	FY20 Winchester
	General													
25	Benefits Coordinator/Assistant HR Director	83,000 83,000		Town					91,936 91,936	63,500 63,500		52,262 52,262		62,206 62,206
26	Payroll Director	94,129 94,129		70,000 70,000			94,812 94,812	64,598 73,104	83,975 96,016				70,000 70,000	63,410 63,410
27	School Bus Driver	21.43 27.53		Town					22.78 26.04					
28	School Cafeteria Worker	13.74 19.81	13.65 15.11	17.55 19.67				14.02 18.40	14.19 18.53	15.00 20.00	13.05 14.99	16.91 26.80	14.62 16.26	
29	School Crossing Guard	24.77/1/2 day 49.53/full day		Town								38.62		
30	School Secretary	27.78 35.55	20.61 29.95	22.30 37.83				22.16 30.81	21.68 32.63	23.38 27.47	20.00 24.35	19.11 26.33	23.16 28.69	20.19 29.87
31	Superintendent's Administrative Assistant	84,000 84,000		92,000 92,000		70,690 70,690	93,477 93,477	72,388 72,388	94,354 107,884	80,500 80,500	63,806 63,806	72,114 72,114	67,000 67,000	76,041.00 76,041

SUMMARY COMPOSITE SALARY DATA

Reference 4

	ARLINGTON - SCHOOL POSITION TITLE	FY20 Arlington	Comp Data Points	Comp Average	Comp Lo-Hi Range	Comp Median	75th Percent of Market	Percent ARLINGTON Data Higher/Lower than Avg.
	Teachers							
1	Teacher - BA Min	48,494	12	49,979	45,996	49,724	51,356	-3.1%
2	Teacher - MA Min	51,789	12	54,660	49,593	54,357	56,580	-5.5%
3	Teacher - MA Step 6	63,319	11	66,593	59,730	67,865	68,369	-5.2%
4	Teacher - MA Max (Step 13 in Arlington)	87,914	12	89,734	76,122	89,441	93,913	-2.1%
5	Teacher - MA + 15 Max	88,451	9	92,937	83,261	91,816	96,600	-5.1%
6	Teacher - MA + 30 Max	90,925	12	95,053	79,451	96,402	98,946	-4.5%
	Paraprofessionals							
7	Teaching Assistant	15.47 17.17	8 8	17.79 24.28	14.41 28.54	16.82 24.02	20.40 26.03	-15.0% -41.4%
8	Tutor	22.54 28.58	5 7	20.12 28.95	14.41 36.00	19.01 29.89	25.00 31.95	10.7% -1.3%
	Principals and Administration							
9	Assistant Principal	103,460 104,942	10 10	101,223 116,446	88,880 129,345	99,506 119,141	107,113 122,562	2.2% -11.0%
10	Assistant Superintendent of Schools	156,060 156,060	10 10	147,535 151,418	115,389 199,000	148,000 148,000	158,055 158,055	5.5% 3.0%
11	Chief Financial Officer/Business Manager	134,640 134,640	10 10	145,320 145,320	98,001 177,318	146,183 146,183	154,250 154,250	-7.9% -7.9%
12	Curriculum Director/Coordinator	101,352 110,000	8 8	111,312 125,083	67,408 137,177	117,300 133,975	135,549 136,196	-9.8% -13.7%
13	Dean	101,352 125,296	3 3	108,273 123,663	92,738 143,000	110,082 117,907	116,041 130,454	-6.8% 1.3%
14	Director of Community Education	105,000 105,000	3 3	84,190 84,190	81,200 86,500	84,870 84,870	85,685 85,685	19.8% 19.8%
15	Director of Transportation	86,595 86,595	3 3	76,585 86,761	64,000 107,884	71,400 81,000	82,877 94,442	11.6% -0.2%
16	Elementary School Principal	118,830 128,058	11 11	118,866 132,473	100,000 152,762	121,540 131,000	127,092 138,526	0.0% -3.4%
17	Food Services Director	101,352 101,352	5 5	93,023 99,863	78,797 121,218	85,300 99,000	106,016 115,000	8.2% 1.5%
18	High School Principal	154,546 154,546	11 11	138,090 140,937	117,588 168,556	135,000 137,777	146,543 154,018	10.6% 8.8%
19	Middle School Principal	132,600 132,600	11 11	132,086 134,934	116,000 157,678	131,930 134,000	138,170 141,222	0.4% -1.8%
20	School Human Resources Director	114,196 114,196	7 7	134,149 137,149	115,920 170,805	130,782 137,499	138,769 141,520	-17.5% -20.1%
21	Special Education Director	147,737 147,737	8 8	139,130 141,755	122,000 150,030	144,594 145,000	148,206 148,206	5.8% 4.0%
22	Superintendent of Schools	199,060 199,060	11 11	197,473 200,109	170,000 230,879	187,650 199,000	212,561 212,561	0.8% -0.5%
	Facilities							
23	Building Custodian	19.59 24.36	7 8	20.11 24.41	18.70 27.38	19.45 23.93	20.82 25.79	-2.7% -0.2%
24	Senior Building Custodian	20.76 25.80	6 7	24.25 29.52	20.57 37.04	23.37 28.96	25.32 31.32	-16.8% -14.4%

Teachers Steps and Lanes



SUMMARY COMPOSITE SALARY DATA

	ARLINGTON - SCHOOL POSITION TITLE	FY20 Arlington	Comp Data Points	Comp Average	Comp Lo-Hi Range	Comp Median	75th Percent of Market	Percent ARLINGTON Data Higher/Lower than Avg.
	General							
25	Benefits Coordinator/Assistant HR Director	83,000 83,000	4 4	67,476 67,476	52,262 91,936	62,853 62,853	70,609 70,609	18.7% 18.7%
26	Payroll Director	94,129 94,129	6 6	74,466 77,890	63,410 96,016	70,000 71,552	80,481 89,385	20.9% 17.3%
27	School Bus Driver	21.43 27.53	1 1	23 26	23 26	23 26	23 26	-6.3% 5.4%
28	School Cafeteria Worker	13.74 19.81	8 8	14.87 18.72	13.05 26.80	14.40 18.47	15.48 19.75	-8.2% 5.5%
29	School Crossing Guard	24.77/1/2 day 49.53/full day	0 1	38.62	38.62	38.62	38.62	
30	School Secretary	27.78 35.55	9 9	21.40 29.77	19.11 37.83	21.68 29.87	22.30 30.81	23.0% 16.3%
31	Superintendent's Administrative Assistant	84,000 84,000	10 10	78,237 79,590	63,806 107,884	74,215 74,215	89,125 89,125	6.9% 5.3%

POLICE OFFICER

Municipality	FY20 Maximum Annual Base	Current Education Pay @ Masters or Max Annual	Quinn Incentive Grandfathered Employees	Longevity @ 25 Years	Holiday Pay	Night Differential	First Responder/ Hazardous Duty	EMT Certification	Defibrillator Pay	Clothing Allowance	Cleaning Allowance	Other Pay	TOTAL	Weekend Differential
ARLINGTON	\$60,094	\$15,024		\$4,093	\$4,706	\$6,761				\$650	\$300		\$91,628	\$2,254
Belmont	\$64,896	\$16,224		\$1,400	\$2,968	\$4,543	\$1,947			town provided		\$1,248	\$93,226	
Brookline	\$69,624	\$8,703	hired before 7/1/09	\$800	\$4,017			\$2,000		\$650	\$50		\$85,844	
Medford	\$73,743	\$18,436		\$1,950	\$3,404	\$5,899	\$1,750		\$500				\$105,682	8% + \$1.50/hour
Melrose	\$63,176	\$15,794		\$1,750	\$3,645	\$3,900			\$500	\$1,250		\$1,000	\$91,015	\$1,560
Milton	\$72,370	\$20,591		\$1,250	\$4,500	\$5,460			\$300				\$104,471	\$3,920
Natick	\$69,108	\$10,000	hired before 7/1/09	\$4,146	\$2,924	\$4,838				town provided		\$500	\$91,516	
Needham	\$69,680	\$10,452	hired before 7/1/12	\$3,484	\$3,685	\$4,878		\$3,136				\$520	\$95,834	
North Andover	\$59,381	\$8,000		\$1,925	\$2,677	\$3,563				\$1,150			\$76,696	
Reading	\$70,165	\$17,541		\$2,105	inc in base					town provided			\$89,811	
Stoneham	\$67,511	\$3,376	hired before 4/15/11	in base	\$3,570	\$4,051				\$900	\$200		\$79,608	
Watertown	\$71,663	\$10,250	hired before 7/1/09	\$0 if Ma Ed Inc	\$4,866	\$6,091			\$1,519	in base			\$94,389	
Winchester	\$61,349	\$15,337	hired before 7/1/09	\$2,400	\$2,596	\$3,374		\$1,534					\$86,590	
AVERAGE	\$67,722	\$12,892		\$2,121	\$3,532	\$4,660	\$1,848	\$2,223	\$705	\$988	\$125	\$817	\$91,223	

ARLINGTON	Difference to Average	Average	Median	75th Percentile
POLICE OFFICER				
\$91,628	\$404	\$91,223	\$91,265	\$94,751

Notes

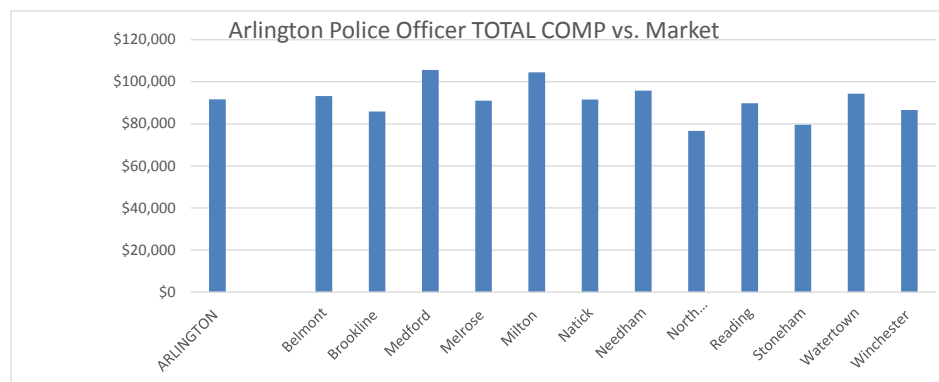
Belmont Other Pay: 1 week pay fitness bonus

Melrose Other Pay: \$250 Accreditation, \$250 narcans, \$500 Hazardous duty

Natick: School Credits hire after 7/1/2009 \$10,000, Accreditation \$500

North Andover Education for Masters Employees hired after 7/1/2009

Needham Other Pay Health Incentive



POLICE SERGEANT

Municipality	FY20 Maximum Annual Base	Current Education Pay @ Masters or Max Annual	Quinn Incentive Grandfathered Employees	Longevity @ 25 Years	Holiday Pay	Night Differential	EMT Certification	Clothing Allowance	Cleaning Allowance	Other Pay	TOTAL	Weekend Differential
ARLINGTON	\$77,454	\$19,364		\$5,519	\$6,319	\$8,714		\$750	\$250		\$118,370	\$2,905
Belmont	\$81,165	\$12,500	hired before 10/1/09	see note	\$4,293	\$5,682		town supplied		\$3,747	\$107,386	
Brookline	\$80,233	\$10,029	hired before 7/1/09	\$800	\$4,611		\$2,000	\$650	\$50		\$98,373	
Medford	\$89,241	\$22,310		\$1,950	\$4,119	\$7,139					\$124,759	
Melrose	\$74,779	\$18,695		\$1,750	\$4,314	\$3,900	\$500	\$1,250		\$1,000	\$106,188	\$1,560
Milton	\$89,449	\$20,591		\$1,200	\$5,656	\$4,836					\$121,732	\$3,920
Natick	\$88,524	\$10,000	hired before 7/1/09	\$5,311	\$3,745	\$5,311		\$675	\$400	\$500	\$114,467	
Needham	\$85,696	\$12,854	hired before 7/1/12	\$4,285	\$4,532	\$5,999	\$3,856			\$520	\$117,742	
North Andover	\$71,133	\$8,000		\$1,925	\$3,207	\$4,268		\$1,150			\$89,683	
Reading	\$93,055	\$23,264			inc in base			town supplied			\$116,319	
Stoneham	\$82,529	\$20,632			\$4,651			\$900	\$700	\$500	\$109,912	
Watertown	\$83,687	\$9,750	hired before 7/1/09	\$0 if Ma Ed Inc	\$5,683	\$7,113				\$1,774	\$108,007	
Winchester	\$73,500	\$9,188	hired before 7/1/09	\$2,400	\$3,110	\$4,043	\$1,838	town supplied			\$94,077	
AVERAGE	\$82,749	\$14,818		\$2,453	\$4,356	\$5,366	\$2,048	\$925	\$383	\$1,340	\$109,054	

ARLINGTON	Difference to Average	Average	Median	75th Percentile
POLICE SERGEANT				
\$118,370	\$9,316	\$109,054	\$108,960	\$116,675

Notes

Belmont Longevity after 25 yrs= one time payment of \$24,472 paid out over 3 years

Belmont Other Pay: 4% First Responder, \$500 accreditation stipend

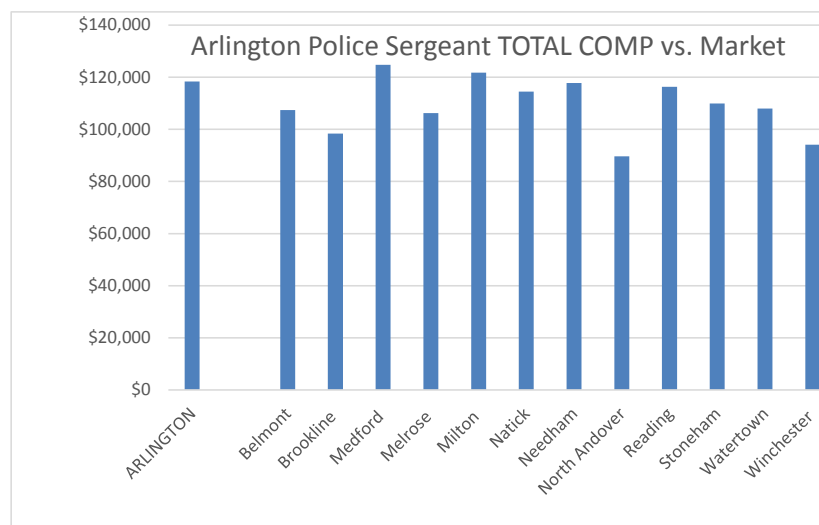
Melrose Other Pay: \$250 Accreditation, \$250 narcen, \$500 Hazardous duty

Natick: School Credits hire after 7/1/2009 \$10,000, Accreditation \$500

Needham Other Pay Health Incentive

Stoneham Other Pay \$500 NARCAN training

Watertown Other pay 1.5% defib



POLICE LIEUTENANT

Municipality	FY20 Maximum Annual Base	Current Education Pay @ Masters or Max Annual	Quinn Incentive Grandfathered Employees	Longevity @ 25 Years	Holiday Pay	Night Differential	EMT Certification	Defibrillator Pay	Clothing Allowance	Cleaning Allowance	Other Pay	TOTAL	Weekend Differential
ARLINGTON	\$90,621	\$22,655		\$6,457	\$7,393	\$10,195			\$750	\$200		\$138,271	\$3,398
Belmont	\$94,848	\$14,500	hired before 10/1/09	see note	\$5,016	\$6,639			town supplied		\$4,294	\$125,297	
Brookline	\$94,675	\$11,834	hired before 7/1/09	\$800	\$5,442		\$2,000		\$650	\$50		\$115,451	
Medford	\$103,520	\$25,880		\$1,950	\$4,778	\$8,282		\$500				\$144,909	
Melrose	\$86,743	\$21,686		\$1,750	\$5,004	\$3,900		\$500	\$1,250		\$1,000	\$121,833	\$1,560
Milton	\$107,323	\$24,733		\$935	\$6,784	\$4,836					\$1,500	\$146,111	\$3,920
Natick	\$102,688	\$10,000	hired before 7/1/09	\$6,161	\$4,344	\$6,161			\$675	\$400	\$500	\$130,930	
Needham	\$130,292	\$19,544	hired before 7/1/12	\$0	\$7,204	\$4,700						\$161,739	
North Andover	\$85,827	\$8,000		\$1,925	\$3,869	\$6,008			\$1,450			\$107,079	
Reading	\$110,805	\$27,701			inc in base				town supplied			\$138,506	
Stoneham	\$94,610	\$23,653			\$5,332	\$5,677			\$900	\$700	\$500	\$131,371	
Watertown	\$97,914	\$9,750		\$0 if Ma Ed Inc	\$6,649	\$8,323		\$2,076	in base			\$124,712	
Winchester	\$84,526	\$10,566	hired before 7/1/09	\$2,400	\$3,576	\$4,649	\$2,113		town supplied			\$107,830	
AVERAGE	\$99,481	\$17,321		\$1,990	\$5,273	\$5,917		\$1,025	\$985	\$383	\$1,559	\$129,647	

ARLINGTON	Difference to Average	Average	Median	75th Percentile
POLICE LIEUTENANT				
\$138,271	\$8,624	\$129,647	\$128,114	\$140,107

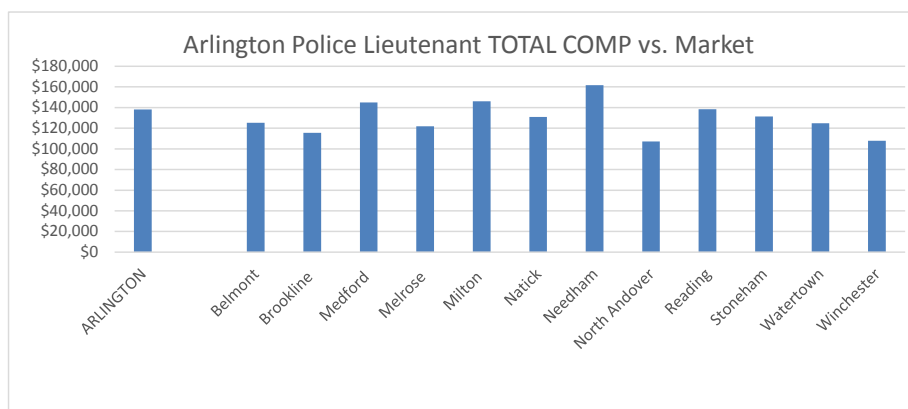
Notes

Belmont Longevity after 25 yrs= one time payment of \$28524 paid out over 3 years

Belmont Other Pay: 4% First Responder, \$500 accreditation stipend

Melrose Other Pay: \$250 Accreditation, \$250 narcan, \$500 Hazardous duty

Natick: Accreditation \$500



POLICE CAPTAIN

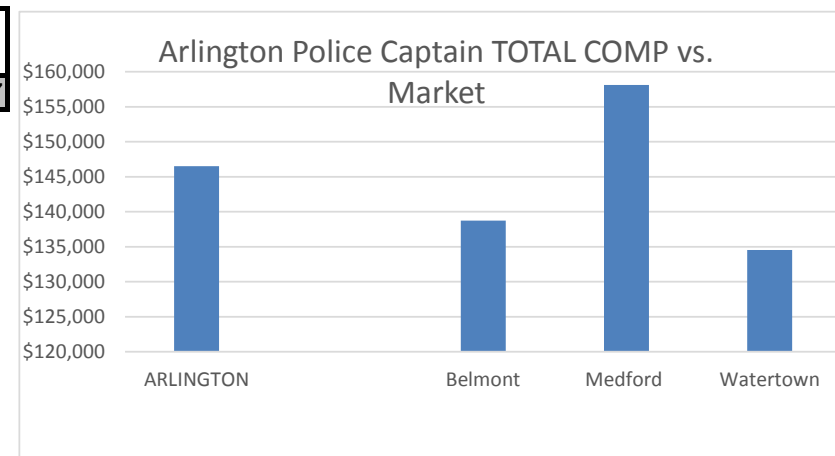
Municipality	FY20 Maximum Annual Base	Current Education Pay @ Masters or Max Annual	Quinn Incentive Grandfathered Employees	Longevity @ 25 Years	Holiday Pay	Defibrillator Pay	Clothing Allowance	Cleaning Allowance	Other Pay	TOTAL
ARLINGTON	\$105,119	\$26,280		\$6,570	\$7,523		\$750	\$250		\$146,492
Belmont	\$110,916	\$17,000	hired before 10/1/09	see notes	\$5,866		town provided		\$4,937	\$138,718
Medford	\$120,082	\$30,021		\$1,950	\$5,542	\$500				\$158,095
Watertown	\$114,560	\$9,750		\$0 if Ma Ed Inc	\$7,780	\$2,429	in base			\$134,519
AVERAGE	\$115,186	\$18,924		\$1,950	\$6,396	\$1,465			\$4,937	\$143,777

ARLINGTON	Difference to Average	Average	Median	75th Percentile
POLICE CAPTAIN				
\$146,492	\$2,714	\$143,777	\$138,718	\$148,407

Notes

Belmont Longevity after 25 yrs= one time payment of \$28524 paid out over 3 years

Belmont Other Pay: 4% First Responder, \$500 accreditation stipend



FIRE FIGHTER

Municipality	FY20 Maximum Annual Base	EMT- B Stipend	HazMat Pay	Associates Degree Pay	Education Allowance	Holiday Pay	Defibrillator Pay	Longevity @ 25 Years	Clothing and Cleaning	Night Differential	Other Pay	TOTAL
ARLINGTON	\$66,335	\$2,512	\$0	\$3,350		\$4,187	\$663	\$3,698	\$650	\$3,618	?	\$85,014
Belmont	\$63,910	\$3,723	\$1,695	\$2,000	\$825	\$3,380	\$0	\$700	\$0	\$1,278	\$0	\$77,511
Brookline	\$69,918	\$4,894	\$0	\$5,000	\$1,000	\$3,709	\$0	\$800	\$815	\$5,943	\$0	\$92,079
Medford	\$70,340	\$500		\$1,000	\$0	\$4,058	\$650	\$1,700	\$0	\$3,283	\$527	\$82,057
Melrose	\$58,695	\$3,800	\$0	\$1,750	\$0	\$3,386	\$0	\$1,750	\$1,000	\$2,855	\$250	\$73,486
Milton	\$66,718	\$1,250	\$975	\$3,195	\$0	\$3,360	\$328	\$500	\$0	\$4,212	\$0	\$80,538
Natick	\$66,133	\$3,307	\$0	\$3,968	\$4,600	\$4,578	\$0	\$4,468	\$725	\$0	\$0	\$87,779
Needham	\$72,134	\$3,607	\$0	\$5,410	\$0	\$3,988	\$2,164	\$3,607	\$100	\$0	\$0	\$91,010
North Andover	\$59,287	\$3,113	\$0	\$2,250	\$1,350	\$3,497	\$1,482	\$1,925	\$950	\$2,186	\$0	\$76,040
Stoneham	\$67,775	\$2,750	\$400	\$2,033	\$0	\$0	\$0	\$6,500	\$0	\$850	\$1,775	\$82,083
Watertown	\$71,883	\$7,188	\$0	\$0	\$0	\$4,740	\$0	\$5,967	\$0	\$6,254	\$0	\$96,031
Winchester	\$60,628	\$5,153	\$800	\$3,000	\$450	\$3,206	\$500	\$2,100	\$600	\$2,880	\$1,200	\$80,518
AVERAGE	\$66,129	\$3,571	\$387	\$2,691	\$748	\$3,446	\$466	\$2,729	\$381	\$2,704	\$341	\$83,557

ARLINGTON FIRE FIGHTER	Difference to Average	Average	Median	75th Percentile
\$85,014	\$1,457	\$83,557	\$82,057	\$89,394

Notes:

Brookline - EMT stipend goes to 7.5% in FY21

North Andover - Goes up \$250 for Associates Degree in FY21

Watertown - No pay for Associates Degree if Longevity taken

Watertown - Defibrillator Pay only if no EMT

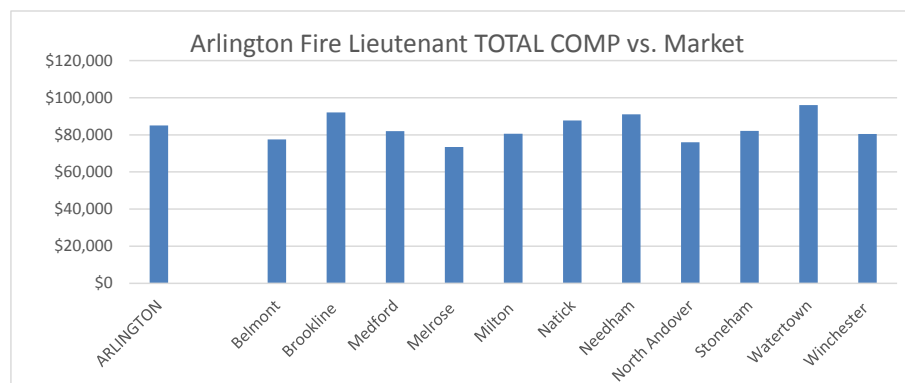
Melrose - Defibrillator Pay was moved into EMT stipend

North Andover - Longevity goes up to \$2125 in FY21

Melrose - Clothing/Cleaning - Chief can change to voucher system

North Andover - Clothing/Cleaning goes to \$1100 in FY21

Milton - Has \$400 cleaning voucher

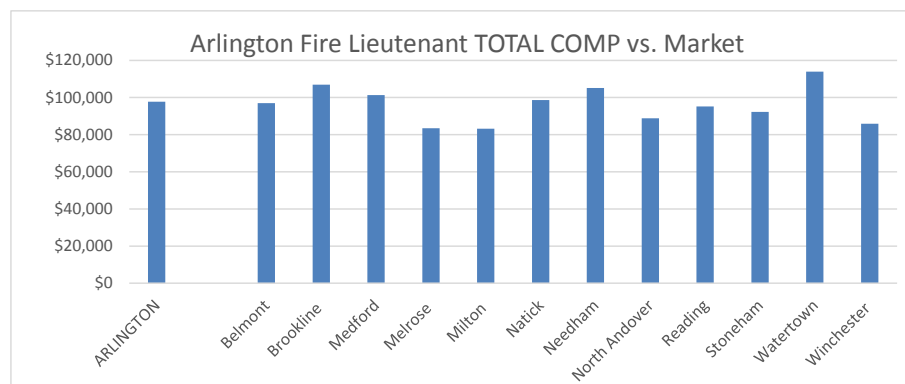


FIRE LIEUTENANT

Municipality	FY20 Maximum Annual Base	EMT- B Stipend	HazMat Pay	Associates Degree Pay	Education Allowance	Holiday Pay	Defibrillator Pay	Longevity @ 25 Years	Clothing and Cleaning	Night Differential	Other Pay	TOTAL
ARLINGTON	\$75,455	\$2,477		\$3,810		\$4,727	\$755	\$4,207	\$350	\$4,115	\$1,916	\$97,812
Belmont	\$80,964	\$4,858	\$1,695	\$2,000	\$825	\$4,282		\$700	town	\$1,619		\$96,943
Brookline	\$82,219	\$5,755		\$5,000	\$1,000	\$4,364		\$800	\$815	\$6,989		\$106,942
Medford	\$89,836		\$1,750	\$2,800		\$4,492	\$650	\$1,750				\$101,278
Melrose	\$68,087	\$3,800		\$1,750		\$3,928		\$1,750	\$1,000	\$2,855	\$250	\$83,420
Milton	\$82,368							\$864				\$83,232
Natick	\$75,392	\$3,770		\$4,524	\$4,000	\$5,219		\$5,024	\$775			\$98,703
Needham	\$85,373	\$4,269		\$6,403		\$4,720		\$4,269		in base	\$100	\$105,133
North Andover	\$71,107	\$3,733		\$2,250	\$1,350	\$3,760	\$1,067	\$1,925	\$950	\$2,667		\$88,809
Reading	\$79,807	\$3,990		\$3,990		\$4,190		\$0 hired > 7/1/95	\$675	\$2,594		\$95,246
Stoneham	\$80,339	\$2,750	\$1,475	\$2,410				\$3,900	town	\$850	\$500	\$92,224
Watertown	\$88,877	\$7,999		\$3,555		\$6,137	only if no EMT	\$6,666	in base	\$667		\$113,901
Winchester	\$69,721	\$5,926	\$920		\$450	\$2,950	\$500	\$2,100		\$3,312		\$85,879
AVERAGE	\$79,507	\$4,685	\$1,460	\$3,468	\$1,525	\$4,404	\$739	\$2,704	\$843	\$2,694	\$283	\$95,976

ARLINGTON	Difference to Average	Average	Median	75th Percentile
FIRE LIEUTENANT				
\$97,812	\$1,836	\$95,976	\$96,095	\$102,242

North Andover 8.75% EMT stipend if assigned to ambulance
 Stoneham FEMA ICS 100 certification \$1,475, NARCAN stipend \$500

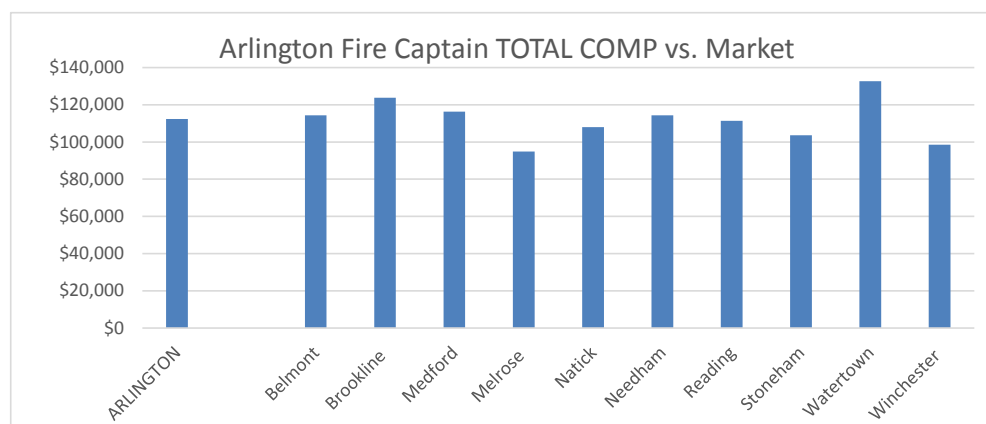


FIRE CAPTAIN

Municipality	FY20 Maximum Annual Base	EMT- B Stipend	HazMat Pay	Associates Degree Pay	Education Allowance	Holiday Pay	Defibrillator Pay	Longevity @ 25 Years	Clothing and Cleaning	Night Differential	Other Pay	TOTAL
ARLINGTON	\$86,773	\$2,848		\$4,382		\$5,436	\$868	\$4,838	\$350	\$4,733	\$2,204	\$112,432
Belmont	\$96,356	\$5,781	\$1,695	\$2,000	\$825	\$5,096		\$700	town	\$1,927		\$114,380
Brookline	\$96,197	\$6,734		\$5,000	\$1,000	\$5,106		\$800	\$815	\$8,177		\$123,828
Medford	\$104,210		\$1,750	\$2,800		\$5,211	\$650	\$1,700				\$116,321
Melrose	\$78,982	\$3,800		\$1,750		\$4,557		\$1,750	\$1,000	\$2,855	\$250	\$94,944
Natick	\$82,931	\$4,147		\$4,976	\$4,000	\$5,741		\$5,476	\$775			\$108,046
Needham	\$92,842	\$4,642		\$6,963		\$5,133		\$4,642		in base	\$100	\$114,322
Reading	\$93,373	\$4,669		\$4,669		\$4,902		\$0 hired > 7/1/95	\$675	\$3,035		\$111,322
Stoneham	\$91,298	\$2,750	\$1,600	\$2,739				\$3,900	town	\$850	\$500	\$103,637
Watertown	\$103,541	\$9,319		\$4,142		\$7,181	only if no EMT	\$7,766	in base	\$777		\$132,725
Winchester	\$80,357	\$6,830	\$1,061		\$450	\$3,400	\$500	\$2,100		\$3,817		\$98,515
AVERAGE	\$92,009	\$5,408	\$1,526	\$3,893	\$1,569	\$5,147	\$575	\$3,204	\$816	\$3,062	\$283	\$111,804

ARLINGTON	Difference to Average	Average	Median	75th Percentile
FIRE CAPTAIN				
\$112,432	\$628	\$111,804	\$112,822	\$115,835

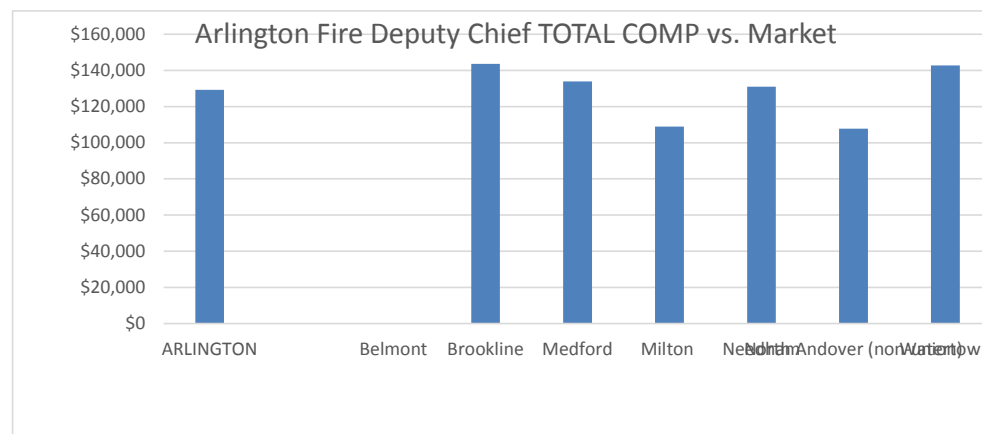
Stoneham FEMA ICS 100 certification \$1,600, NARCAN stipend \$500



FIRE DEPUTY CHIEF

Municipality	FY20 Maximum Annual Base	EMT- B Stipend	HazMat Pay	Associates Degree Pay	Education Incentive	Holiday Pay	Defibrillator Pay	Longevity @ 25 Years	Clothing and Cleaning	Night Differential	Other Pay	TOTAL
ARLINGTON	\$99,788	\$3,276		\$5,039		\$6,251	\$998	\$5,563	\$350	\$5,442	\$2,534	\$129,242
Belmont	\$128,945											
Brookline	\$112,549	\$7,878		\$5,000	\$1,000	\$5,974		\$800	\$815	\$9,567		\$143,583
Medford	\$120,883		\$1,750	\$2,800		\$6,044	\$650	\$1,700				\$133,827
Milton	\$107,690							\$1,300				\$108,990
Needham	\$106,121	\$5,306		\$7,959		\$5,867		\$5,306	\$400			\$130,959
North Andover (non-union)	\$105,778							\$1,925				\$107,703
Watertown	\$111,691	\$10,052		\$4,468		\$7,364	only if no EMT	\$8,377	in base	\$838		\$142,789
AVERAGE	\$113,380	\$7,746	\$1,750	\$5,057	\$1,000	\$6,312	\$650	\$3,235	\$608	\$5,202		\$127,975

ARLINGTON	Difference to Average	Average	Median	75th Percentile
FIRE DEPUTY CHIEF				
\$129,242	\$1,266	\$127,975	\$132,393	\$140,549



ARLINGTON LIMITED BENEFITS SURVEY (General Government Employees)

	Arlington	Brookline	Medford	Melrose	North Andover	Stoneham	Watertown
HEALTH INSURANCE - GIC MUNICIPALITY							
Employer % share -Individual Plan	75% hired after 12/1/11	83%	82.5%-85% depending on plan	84%	50%/65%/75% depending on hire date	80%	80% HMO,PPO: 60% indemnity
Employer % share -Family Plan	75% hired after 12/1/11	83%	82.5%-85% depending on plan	84%	50%/65%/75% depending on hire date	80%	80% HMO,PPO: 60% indemnity
HEALTH INSURANCE - RETIREE							
Employer % share -Individual Plan	75%	83%	85%	70%	65%	80%	80% HMO,PPO: 60% indemnity
HEALTH REIMBURSEMENT ACCOUNT							
	Yes	Yes		No	No		

Belmont	Milton	Natick	Needham	Reading	Winchester
HEALTH INSURANCE- NON-GIC MUNICIPALITY					
50% PPO: 75% HMO	76%	50%/62%/75% depending on plan	50% PPO: 74.4%-76.5% Other plans	71%	50% PPO: 75% HMO
50% PPO: 75% HMO	76%	50%/62%/75% depending on plan	50% PPO: 63.8%-69% Other plans	71%	50% PPO: 75% HMO
HEALTH INSURANCE - RETIREE					
50%	70%	50%	50% -68% depending on plan	71%	50% PPO: 75% HMO
HEALTH REIMBURSEMENT ACCOUNT					
	No	Yes			No

LONGEVITY PROGRAM							
after 5 years of service	\$ 300	\$ -		\$ 775	\$ 700		\$ 1,025
after 10 years of service	\$ 500	\$ 750		\$ 975	\$ 1,000		\$ 1,525
after 15 years of service	\$ 700	\$ 900		\$ 1,175	\$ 1,925		\$ 2,000
after 20 years of service	\$ 900	\$ 1,250		\$ 1,530	\$ 2,025		\$ 2,900
after 25 years of Service	\$ 1,100	\$ 1,400		\$ 1,950	\$ 2,125		\$ 3,650
MAXIMUM VACATION BENEFIT							
	30 days	20 days	20 days	25 days	25 days	30 days	

LONGEVITY PROGRAM					
\$ 825	\$250-\$600 based on union	\$ -	\$0 if hired after 7/1/05	\$ -	\$ 1,450
\$ 875		\$ 750	\$ -	\$ -	\$ 1,700
\$ 925		\$ 1,125	\$ -	\$ -	\$ 2,000
\$ 975		\$ 1,500	\$ -	\$ -	\$ 2,400
\$ 1,025		\$ 2,500	\$ -	\$ -	\$ 2,600
MAXIMUM VACATION BENEFIT					
25 days	25 days	25 days	25 days	25 days	25 days

TEACHERS' LONGEVITY BENEFITS SURVEY

(typically Unit A contracts)

	Belmont	Brookline	Medford	Melrose	Milton	Needham	North Andover	Reading	Stoneham	Watertown	Winchester
LONGEVITY PROGRAM											
after 5 years of service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ -
after 10 years of service	\$ -	\$ 964	\$ 1,100	\$ 400	\$ 750	\$ -	\$ 1,500	\$ -	\$ 400	\$ 1,000	\$ 955
after 15 years of service	\$ 1,900	\$ 1,233	\$ 1,100	\$ 1,200	\$ 1,000	\$ 1,100	\$ 1,600	\$ 300	\$ 950	\$ 1,500	\$ 955
after 20 years of service	\$ 2,200	\$ 2,036	\$ 1,300	\$ 1,500	\$ 1,250	\$ 1,500	\$ 1,900	\$ 600	\$ 1,550	\$ 2,000	\$ 1,204
after 25 years of Service	\$ 3,100	\$ 2,305	\$ 1,750	\$ 2,600	\$ 1,250	\$ 2,000	\$ 2,000	\$ 850	\$ 2,150	\$ 2,500	\$ 1,452
after 30 years of Service	\$ 3,300	\$ 2,305	\$ 2,800	\$ 2,900	\$ 1,250	\$ 2,500	\$ 2,500	\$ 1,100	\$ 2,150	\$ 3,500	\$ 1,452
after 35 years of Service	\$ 3,300	\$ 2,305	\$ 2,800	\$ 2,900	\$ 1,250	\$ 2,500	\$ 2,500	\$ 1,100	\$ 2,150	\$ 4,000	\$ 1,452

ARLINGTON

12-15 years of service	\$ 2,648
16-20 years of service	\$ 2,888
21-25 years of service	\$ 3,127
after 25 years of Service	\$ 3,367

Education Incentives Contracts Information

Arlington Police Contract

Article XX Education Incentive (See# 3 of March 11, 2010 Memorandum of Agreement between the Parties and Appendix A)

Amend Article XX by replacing the last paragraph with the following new paragraphs:

Full Quinn Payment: Effective July 1, 2015, the Town shall pay employees eligible for benefits pursuant to MOL c. 41 §1081, the full Quinn benefit to which each such employee is entitled without regard to reimbursement by the Commonwealth of Massachusetts.

Education Incentive for Non-Quinn Eligible Employees in APPA: The Town and the APPA recognize that certain employees are not eligible for Quinn benefits pursuant to MGL c. 41 §1081 because of such employees' dates of employment as police officers in the Arlington Police Department. Effective July 1, 2015, the Town shall pay an education incentive to each employee who was in the APPA bargaining unit as of May 4, 2015 and who is not otherwise eligible for Quinn benefits pursuant to MOL c. 41 §1081, an amount equal to the amount such employee would have received as set forth in paragraph one above had such employee been eligible for Quinn benefits pursuant to MGL c. 41 §1081, provided that such employee obtained an applicable degree(s) in a program from a public or private college or university certified by the Board of Higher Education as qualifying for benefits under MOL c. 41 §1081. Effective July 1, 2015, the Town shall pay an education incentive to each employee who joined the APPA bargaining unit after May 4, 2015 and who is not otherwise eligible for Quinn benefits pursuant to MGL c. 41 §1081 ("post-May 4 members"), an amount consisting of the following: 10% of base salary for a Bachelor's Degree in Criminal Justice and 12.5% of base salary for a Master's Degree in Criminal Justice or a Law Degree. Post-May 4 members shall be eligible for such amounts only upon their completion of five (5) years of service with the Town's Police Department. Upon their completion of eight (8) years of service with the Town's Police Department, post-May 4 members shall be eligible for a payment of 20% of base salary for a Bachelor's Degree in Criminal Justice and 25% of base salary for a Master's Degree in Criminal Justice or a Law Degree. There shall be no education incentive payment to post-May 4 members for an Associate's Degree

Belmont Police Contract

Section 1. Upon employment as a sworn officer, for bargaining unit members eligible for the career incentive pay program established in G.L. c. 41, §108L, the Town agrees to pay 50% of the base salary increases referenced in G.L. c. 41, §108L, paragraph 4, without regard to the percentage or amount of reimbursement, if any, provided by the Commonwealth of Massachusetts under the reimbursement provisions of c. 41, §108L, paragraph 5.

Section 2. Upon completion of five (5) years of service, for bargaining unit members eligible for the career incentive pay program established in G.L. c. 41, §108L, the Town agrees to pay

100% of the base salary increases referenced in G.L. c. 41, §108L, paragraph 4, without regard to the percentage or amount of reimbursement if any, provided by the Commonwealth of Massachusetts under the reimbursement provisions of c. 41, §108L, paragraph 5.

Section 3. For those bargaining unit members who possess or obtain a Certificate in Criminal Justice from an educational institution accredited by the New England Association of Colleges and Secondary Schools or by the Board of Higher Education, the Town agrees to pay an annual education incentive benefit of \$1,500. In no circumstance shall a member receive both degree incentive and certificate incentive.

Section 4. In recognition of the benefits to the public to be derived through the continuing education of the employees covered by this Agreement, this section shall remain in force and effect as a free-standing contractual education incentive system notwithstanding the repeal or, or any amendment to, c. 41, §108L.

Section 5. If at any point the Commonwealth restores funding and reimburses the Town to the levels set forth in M.G.L. c. 41, § 108L, the Town would retain all said reimbursement.

Belmont Police Superiors Contract ARTICLE 31

WHEREAS the Town accepted the provisions of M.G.L. c. 41, §108L with the expectation that the Commonwealth of Massachusetts would provide funds, in accordance with its provisions, for 50% of the applicable base salary increases set forth therein.

WHEREAS police officers and superior officers have obtained qualifying degrees under that program in the expectation that they would receive the full payments set forth therein.

WHEREAS, the Commonwealth of Massachusetts, particularly in its FY 2010 budget, has failed to reimburse the Town its share of the program's cost, and has eliminated the program for police officers who do not have qualifying degrees (or are entered into the program) as of October 1, 2009.

NOW THEREFORE the parties agree as follows:

Section 1. Current Enrollees.

- a. Notwithstanding the Commonwealth's FY 2010 appropriation or prior or future reimbursement shortfalls, under which the Town has received or will receive less reimbursement for costs incurred under M.G.L. c. 41, §108L program, the Town agrees to provide base salary increases, for bargaining unit members employed as officers as of July 1, 2009 who are enrolled in the program as of October 1, 2009, at the levels and for the degrees set forth in § 108L at the time of the Town's acceptance, and in accordance with the procedures and standards for qualifying degrees from accredited institutions set forth in §108L as of June, 2009. If for any reason the Commonwealth of Massachusetts no longer qualifies degrees under § 108L, the parties will develop their own procedures for doing so in a manner that replicates to the extent possible the same standards used by the Commonwealth for qualifying degrees as of October 1, 2009.
- b. If at any point the Commonwealth restores funding and reimburses the Town to the levels set forth in M.G.L. c. 41, § 108L, as it read on June 29, 2009 for officers in the program as of October 1, 2009, then it is the parties' mutual intent that the officers be paid, and the Town be reimbursed to the full extent provided in §108L as of that date.

- c. In recognition of the benefits to the public to be derived through the continuing education of the employees covered by this Agreement, this Section shall remain in force and effect as a free-standing contractual education incentive system notwithstanding the repeal of, or any amendment to, §108L.
- d. Educational incentive shall be paid as part of the Town's regular payroll and shall be included in and considered as base salary for purposes of calculating overtime, holiday pay, first responder and night differential. It is the parties' intent to include education incentive as regular compensation under G.L. c. 32, to the extent permitted by law.
- e. This Section shall be applicable to police officers from other municipalities who lateral into employment as police officers in the Town and are subsequently promoted into this bargaining unit, provided that any such officers were eligible for educational incentives under §108L as of October 1, 2009.

Section 2. Future Enrollees.

- a. Inasmuch as the Commonwealth's budget has eliminated any education incentive benefits for newly hired officers and for officers not in the §108L program as of October 1, 2009, the parties agree to adopt the following education incentive program for such officers.
 - I. For an Associate's degree in Criminal Justice, an annual stipend of: Sergeant: \$5,550
Lieutenants \$6,550 Captains: \$7,550. For a Bachelor's degree in Criminal Justice, an annual stipend of: Sergeant: \$10,200
Lieutenants: \$12,200 Captains: \$14,200. For a Master's degree in Criminal Justice, an annual stipend of: Sergeant: \$12,250
Lieutenants: \$14,250 Captains: \$16,750
The above amounts will increase by \$150 for an Associate's, \$200 for a Bachelor's, and \$250 for a Master's in FY2019 and FY2020. The education program under this section shall include the same quality guidelines, standards and review processes for accredited institutions as set forth in section 1 above.
 - 2. Such stipends shall be included in base salary for purposes of calculating overtime and holiday pay, first responder, and night differential. It is the parties' intent to include such stipends as regular compensation under M.G.L. Ch. 32, to the extent permitted by law.
 - 3. Such stipends will be paid as part of the Town's regular weekly payroll.
 - b. If at any point the Commonwealth revives or implements a new §108L program, in whole or in part, for officers not in the program (but not to exceed levels or for degrees provided in the §108L program as of June, 2009) as of October 1, 2009, then it is the parties' mutual intent that such officers receive such base salary increases as are provided in any such legislation to the extent that the Commonwealth in fact funds and makes payment of its share of the costs. Accordingly, the following principles will govern the administration of such revised program: (1) taking advantage of state financial support of police education, to the extent that such support is in fact provided to the Town; (2) the Town's payment obligation of Town funds, net of state payments, could be less than the flat dollar amounts in Section 2 above, but will not exceed those amounts and may be retroactively recovered if the state does not meet all or part of its promised share of funds for the program; and (3) the Town's payment of any flat dollar educational incentive stipends shall be fully credited towards any payment obligation under this section.

Section 3. Current and Future Enrollees. In the event that the Commonwealth expands the §108L program by increasing levels of base pay or changing qualifying degrees, whereby the Town would incur costs beyond those incurred under the §108L program as originally accepted, then the Town shall not be bound to pay such increased levels or for other qualifying degrees unless the Board of Selectmen approves, and the Town Meeting affirmatively votes to do so and to appropriate necessary funds.

Section 4. The Association shall not bring or support any legal action to compel payments to any members of the bargaining unit for education incentives that requires the Town to exceed the cost of payments to it as provided under this Article. In the event a court or agency of competent jurisdiction enters a judgment or order requiring the Town to make additional education incentive payments or incur additional education incentive costs beyond those set forth in this section, then the parties will negotiate, upon the Town's request. If the parties are unable to reach agreement, the Town may submit the question to binding arbitration.

Section 5. All new employees shall be required to successfully obtain an Associate degree in Criminal Justice within three (3) years, six months of employment with the Town of Belmont. Failure to obtain said degree will be grounds for discharge. unless a highly unusual circumstance warrants an extension of time by the Town's Appointing Authority (i.e., active military duty, long term absence due to injury or illness that prevents continued study)

Medford Police Contact

Article XVIII, Compensation shall be amended at Section 3(a), Educational Incentive Program, by adding the following text at the end of the Section:

Beginning with payments on or after July 1, 2020, if a college or university is accredited by the Mass Board of Higher Education or one of the regional boards listed below, neither an officer's enrollment date nor the failure of the Mass Board of Higher Education to certify a particular criminal justice or law enforcement program will impact an officer's eligibility for payments under this section.

The eligible regional accreditation boards are:

Mass Board of Higher Education

Middle States Commission on Higher Education New England Association of Schools and Colleges Higher Learning Commission

Southern Association of Colleges Western Association of Schools

Board of Regents of the State of New York

In addition to those programs that have been approved pursuant to MGL c 41, sec 108L, the following areas of degree programs will be eligible for education incentive pay.

Bachelor's Degree -Criminology, Forensics Science, Psychology, Sociology, Social Work, Law/Legal Studies, and Emergency Management.

Master's Degree - Criminal Justice, Criminology, Business Administration (with 18 credits in Criminal Justice) Public Administration (with 18 credits in Criminal Justice)

Also effective July 1, 2020, officers hired after July 1, 2009 who have obtained a bachelor's degree or a master's degree in a qualifying criminal justice program or a law degree, or who were hired before July 1, 2009 but matriculated for the first time and earned any such qualifying

degree after July 1, 2009 shall be eligible for contractual educational incentives · in the amount of 10% of base salary for a Bachelor's Degree in Criminal Justice and 12.5% of base salary for a Master's Degree in Criminal Justice or a Law Degree but only after three

(3) years of service with the City of Medford Police Department; after the completion of five

- (5) years such officers shall be eligible for 20% of base salary for a bachelor's degree in Criminal Justice and 25% of base salary for a Master's Degree in Criminal Justice or a Law Degree. Also, effective July 1, 2020, officers who have qualifying degrees in programs other than criminal justice or law (as set forth above in this paragraph) shall be eligible for the same percentage of base salary incentive compensation (as set forth above in this paragraph) for post 2009 criminal justice or law degrees.

Officers covered by this paragraph will be eligible for education incentive payments only if they achieve a cumulative GPA of at least 2.0, or the equivalent of a C grade. Officers will be required to provide an official transcript to show authenticity and coursework.

Any on-line degree must be from an accredited university or college, as outlined above, and shall include the following:

1. Include no more than six (6) credits related to professional and military training, including basic training. **(Applicable to Officers hired after July 1, 2019.)**
2. Include only transferred credits from a college or university earned within that last ten (10) years. **{Applicable to Officers hired after July 1, 2019.}**
3. Include no more than six (6) credit evaluations including CLEP, DANTES, AP, SATII, ACE or UEXCELL.
4. Include the area of study designated as Criminal Justice studies or one of the approved degree fields as listed above.
5. Include a minimum of two (2) written recommendations from course instructors that show some level of personal knowledge of the student or interaction with the student.
6. In addition, The University Without Walls is an academic major offered through the UMASS - Amherst. For a University without Walls degree to be accepted, all the above shall be included and the degree shall be designated within the area of study titled - Criminal Justice Studies.
7. The Chief of Police, upon request of the Association, can review each of the above for reasonable exceptions under which one or more the foregoing requirements can be waived.

Natick Police Contract

Section 1. Regular full-time officers, who earn degrees in a law enforcement field or criminal justice or job-related assignment applicable, shall receive educational incentive pay as follows:

Employees hired prior to July 1, 2009:

A 10% increase for an Associate's degree in law enforcement, or sixty credits earned toward a baccalaureate degree in law enforcement or criminal justice.

A 20% increase for a baccalaureate degree in law enforcement or criminal justice, and

A 25% increase for a master's degree in law enforcement or criminal justice or a Juris Doctorate.

Such pay shall be included in computing sick pay, holiday pay, vacation pay, injured leave pay, FLSA overtime, and other comparable leave, and shall be deemed and is regular compensation for pension/retirement purposes and shall be paid on a bi-weekly basis.

Section 2. Employees hired after July 1, 2009:

- A. Employees who are hired on or after July 1, 2009 shall receive educational incentive based upon their educational attainments as set for the below:

Employees who possess an Associate's Degree or sixty credits earned towards a Baccalaureate Degree from a four-year accredited college or university shall receive an education incentive in the amount of

\$3,500 per year, payable in a pro-rated amount in the employee's regular paycheck. The Associate's degree must be in Criminal Justice, Law Enforcement, or job assignment related field.

Employees who possess a Bachelor's Degree from a four-year accredited college or university shall receive an education incentive in the amount of \$6,500 per year, payable in a pro-rated amount in the employee's regular paycheck. The Bachelor's Degree must be in Criminal Justice, law Enforcement or job assignment related field.

Employees who possess a Master's Degree or Juris Doctorate from a four-year accredited college or university shall receive an education incentive in the amount of \$10,000 per year, payable in a pro-rated amount in the employee's regular paycheck. The Master's Degree must be in Criminal Justice, Law Enforcement, or job assignment related field.

Such pay shall be included in computing sick pay, holiday pay, vacation pay, injured leave pay, FLSA overtime, and other comparable leave, and shall be deemed and is regular compensation for pension/retirement purposes and shall be paid on a bi-weekly basis.

- B. The intent of the education incentive is to attract and reward employees who have attained a degree that emphasizes critical thinking skills, as well as oral and written communication. Accreditation for the purposes of the colleges and granting the degrees for which compensation will be paid shall mean accreditation by the New England Association of Schools and Colleges (NEASC) or an equivalent regional accrediting agency in another region. Programs granting degrees recognized for the purposes of this Article must be reasonably rigorous, and programs delivering content primarily thorough on-line methods may be scrutinized to a greater extent, as will programs granting credits for "life experience".
- C. The parties intend that any educational incentive paid hereunder will satisfy or be applied towards the requirements of any further educational incentive program, should such a program be enacted and be applicable to employees of the Town. If available under such future enactment, the Town may seek financial support from the Commonwealth for such program and may take such administrative steps as may be required to accomplish this purpose.

Each officer, upon successful completion of course work in law enforcement or a related elective, shall receive reimbursement for expenses incurred including tuition, books, and associated fees up to an annual maximum of \$500. Reimbursement will be authorized for promotional prep classes or seminars. All such course work shall be pre-approved by the Chief of Police.

Natick Police Superiors Contract

ARTICLE XV- EDUCATIONAL Incentive & REIMBURSEMENT

Section 1: Regular full-time officers, who earn degrees in a law enforcement field or criminal justice or job-related assignment applicable, shall receive education incentive pay as follows:

Employees hired prior to July 1, 2009).

- 10% increase for an associate's degree in law enforcement, or sixty credits earned toward a baccalaureate degree in law enforcement or criminal justice.
- A 20% increase for a baccalaureate in law enforcement or criminal justice, and
- A 25% increase for master's degree in law enforcement or criminal justice or a Juris Doctorates

Such pay shall be included in base/annual in computing sick pay, holiday pay, vacation pay, injured leave pay, overtime, and other compensable leave, and shall be deemed and is regular compensation for pension/retirement purposes and shall be part of their weekly compensation.

Section 2: Employees hired after July 1, 2009:

A. Employees who are hired on or after July 1, 2009, shall receive an education incentive based upon their education attainments as set forth below.

- Employees who possess an Associate's Degree or sixty credits earned towards a Baccalaureate Degree from a four-year accredited college or university shall receive an education incentive in the amount of \$2,500 per year, payable in a pro-rated amount in the employee's regular paycheck. Educational incentive under this section will not impact the contractual overtime rate. The Associate's degree must be in Criminal Justice, a Law Enforcement field or job assignment related field.
- Employees who possess a Bachelor's Degree from a four-year accredited college or university shall receive an education incentive in the amount of \$5,000 per year, payable in a pro-rated amount in the employee's regular paycheck. Educational incentive under this section will not impact the contractual overtime rate. The Bachelor's degree must be in Criminal Justice, a law Enforcement Field or job assignment related field.
- Employees who possess a Master's Degree or Juris Doctorates from an accredited college or university shall receive an education incentive in the amount of \$10,000 per year, payable in a prorated amount in the employee's regular paycheck. Educational incentive under this section will not impact the contractual overtime rate. The Master's degree must be in Criminal Justice, a law Enforcement field or job assignment related field.

B. The intent of the education incentive is to attract and reward employees who have attained a degree that emphasizes critical thinking skills, as well as oral and written communication. Accreditation for the purposes of the colleges and universities granting the degrees for which compensation will be paid shall mean accreditation by the New England Association of Schools and Colleges (NEASC) or an equivalent regional accrediting agency in another region. Programs granting degrees recognized for the purposes of this Article must be reasonably rigorous, and programs delivering content primarily through on-line methods may be scrutinized to a greater extent, as will programs granting credits for "life experience."

C. The parties intend that any education incentive paid hereunder will satisfy or be applied towards the requirements of any future stator educational incentive program, should such a program be enacted and be applicable to employees of the Town. If available under such future enactment, the Town may seek financial support from the Commonwealth for such

program and may take such administrative steps as may be required to accomplish this purpose.

All semester credits and degrees shall be earned in an educational institution accredited by the New

England Association of Colleges and Secondary Schools or by the Board of Higher Education Each Officer, upon successful completion of course work in law enforcement or a related elective, shall receive reimbursement for expenses incurred including tuition, books, and associated fees up to an annual maximum of \$500. Reimbursement may be authorized for the purchase of textbooks included in the Human Resource Division recommended reading list for promotional examinations. This will include one (1) copy of each publication. AU such course work shall be pre-approved by the Chief of Police.

Needham Police Contract Section 2

Effective July 1, 1998, Police Officers must qualify under MGL Chapter 41, Section 108L to receive Educational Incentive Pay.

- (a) If the Commonwealth should fail to reimburse the Town, in whole or in part, for its share of MGL Chapter 41, Section 108L Educational Incentive Pay, the Town will fully absorb the total cost and make payment accordingly unless and until the parties agree to change the provisions of Article 24 of the Agreement. Payment of educational incentive pay will be restricted to:
 - (i) Officers who are already receiving the educational incentive pay for qualifying degrees; and
 - (ii) Officers, appointed prior to July 1, 2009, who have begun to accumulate points pursuant to said section 108L of said Chapter 41 of the General Laws as of September 1, 2009, who shall be allowed to accumulate the maximum number of points permissible; and
 - (iii) Any officer who laterally transfers to the Needham Police Department or is re-hired from the Civil Service lay-off list to the Needham Police Department, who was already being compensated for a qualifying degree pursuant to MGL Chapter 41, Section 108L.

If the Legislature should eliminate or amend MGL c. 41, Section 108L, the Town of Needham will continue to pay educational incentive pay to eligible employees as set forth in number 3, above, in accordance with the provisions of MGL c. 41, Section 108L in effect on September 1, 2009, including 10% for a qualifying Associates degree, 20% for a qualifying Bachelor's degree, and 25% for a qualifying Master's degree.

- (b) Effective July 1, 2012, members of the bargaining unit appointed after July 1, 2009 and who are not eligible to receive educational incentive pay in accordance with M.G.L. c. 41 Section 108L and in accordance with Sub-section (b) shall be eligible for the following: For a qualifying Associate's Degree For a qualifying Bachelor's Degree

For a qualifying Master's or Law Degree 7.5% per year, paid weekly 15% per year, paid weekly 15% per year, paid weekly

For the purposes of this Sub-section, "qualifying degree" shall be defined as that which would be qualifying under M.G.L. c. 41 Section 108L.

North Andover Police Contract Section 7

- A. Employees hired before July 1, 2009 and participating in the educational incentive program known as the "Quinn Bill" pursuant to M.G.L. c. 41, §108L as of that date, shall continue to receive education incentive pay pursuant to that statute, notwithstanding under-funding of the reimbursement towards the incentive program by the Commonwealth of Massachusetts. However, the Town will continue to seek financial support from the Commonwealth for such program to the extent it remains available and may take such administrative steps as may be required to accomplish this purpose.
- B. Employees who are not eligible for Quinn Bill incentives, including all officers hired on or after July 1, 2009, shall receive an education incentive based upon their educational attainments, as set forth below.
- C. Employees who possess an Associate's Degree, from a two-year program at an accredited institution, in Criminal Justice or a field reasonably related to law enforcement, shall receive an education incentive in the amount of \$3,000 per year, payable in a pro rata amount in the employee's regular paycheck, which amount shall be included in calculating the overtime rate. This amount shall increase to \$3,250 as of July 1, 2019 and to \$3,500 as of July 1, 2020.
- D. Employees who possess a Bachelor's Degree from a four-year accredited college or university shall receive an education incentive in the amount of \$6,000 per year, payable in a pro rata amount in the employee's regular paycheck, which amount shall be included in calculating the overtime rate. The Bachelor's degree must be in Criminal Justice, in a Liberal Arts or Business-related discipline, in forensic science, or in a discipline recognized by the policy referenced below. This amount shall increase to \$6,375 as of July 1, 2019 and to \$6,750 as of July 1, 2020.
- E. Employees who possess a Master's Degree from an accredited college or university shall receive an education incentive in the amount of \$7,500 per year, payable in a pro rata amount in the employee's regular paycheck, which amount shall be included in calculating the overtime rate. The Master's Degree must be in Criminal Justice, in a Liberal Arts or Business-related discipline, in forensic science, or in a discipline recognized by the policy referenced above. This amount shall increase to \$8,000 as of July 1, 2019 and to \$8,500 as of July 1, 2020.
- F. The intent of the education incentive is to attract and reward employees who have attained a degree that emphasizes critical thinking skills, as well as oral and written communication. Accreditation for the purposes of the colleges and universities granting the degrees for which compensation will be paid shall mean accreditation by the New England Association of Schools and Colleges (NEASC) or an equivalent regional accrediting agency in another region. Programs granting degrees recognized for the purposes of this Article must be reasonably rigorous and programs delivering content primarily through on-line methods may be scrutinized to a greater extent, as will programs granting credits for "life experience."
- G. The Town shall develop policy as necessary to implement this Article of the agreement in consultation with a committee of department members representing a cross section of the department in terms of rank and assignment and including one or more members designated by the Union. The policy will guide the interpretation of this provision of the agreement as it relates to the type of degrees that are deemed to be related to law enforcement for the purpose of the Associates Degree, the types of degrees that can qualify for the Bachelor's Degree stipend, the colleges and programs that will be acceptable, and the procedure for

notifying the Town of a degree and the proof required. In the event of a disagreement regarding the policy, the matter will be submitted to the Town Manager for final determination.

- H. The parties intend that any educational incentive paid hereunder will satisfy or be applied towards the requirements of any future statutory educational incentive program, should such a program be enacted and be applicable to employees of the Town. If available under such future enactment, the Town may seek financial support from the Commonwealth for such program and may take such administrative steps as may be required to accomplish this purpose.

North Andover Police Lieutenants Contract ARTICLE 13

Section A. Education Incentive

1. Employees hired before July 1, 2009 and participating in the educational incentive program known as the "Quinn Bill" pursuant to MGL c41, §108L as of that date, shall continue to receive education incentive pay pursuant to that statute, notwithstanding underfunding of the reimbursement towards the incentive program by the Commonwealth of Massachusetts. However, the Town will continue to seek financial support from the Commonwealth for such program to the extent it remains available and may take such administrative steps as may be required to accomplish this purpose.
2. Employees who are not eligible for Quinn Bill incentives, including all officers hired on or after July 1, 2009, shall receive an education incentive based upon their educational attainments, as set forth below.
3. Employees who possess an Associate's Degree, from a two-year program at an accredited institution, in Criminal Justice or a field reasonably related to law enforcement, shall receive an education incentive in the amount of \$3,000 per year, payable in a pro rata amount in the employee's regular paycheck, which amount shall be included in calculating the overtime rate. This amount shall increase to \$3,250 as of July 1, 2019 and to \$3,500 as of July 1, 2020.
4. Employees who possess a Bachelor's Degree from a four-year accredited college or university shall receive an education incentive in the amount of \$6,000 per year, payable in a pro rata amount in the employee's regular paycheck, which amount shall be included in calculating the overtime rate. The Bachelor's degree must be in Criminal Justice, in a Liberal Arts or Business-related discipline, in forensic science, or in a discipline recognized by the policy referenced below. This amount shall increase to \$6,375 as of July 1, 2019 and to \$6,750 as of July 1, 2020.
5. Employees who possess a Master's Degree from an accredited college or university shall receive an education incentive in the amount of \$7,500 per year, payable in a pro rata amount in the employee's regular paycheck, which amount shall be included in calculating the overtime rate. The Master's Degree must be in Criminal Justice, in a Liberal Arts or Business-related discipline, in forensic science, or in a discipline recognized by the policy referenced below. This amount shall increase to \$8,000 as of July 1, 2019 and to \$8,500 as of July 1, 2020.
6. The intent of the education incentive is to attract and reward employees who have attained a degree that emphasizes critical thinking skills, as well as oral and written communication. Accreditation for the purposes of the colleges and universities granting the degrees for which compensation will be paid shall mean accreditation by the New England Association of

Schools and Colleges (NEASC) or an equivalent regional accrediting agency in another region. Programs granting degrees recognized for the purposes of this Article must be reasonably rigorous, and programs delivering content primarily through on-line methods may be scrutinized to a greater extent, as will programs granting credits for "life experience."

7. The Town shall develop policy as necessary to implement this Article of the agreement in consultation with a committee of department members representing a cross section of the department in terms of rank and assignment and including one or more members designated by the Union. The policy will guide the interpretation of this provision of the agreement as it relates to the type of degrees that are deemed to be related to law enforcement for the purpose of the Associates Degree, the types of degrees that can qualify for the Bachelor's Degree stipend, the colleges and programs that will be acceptable, and the procedure for notifying the Town of a degree and the proof required. In the event of a disagreement regarding the policy, the matter will be submitted to the Town Manager for final determination.
8. The parties intend that any educational incentive paid hereunder will satisfy or be applied towards the requirements of any future statutory educational incentive program, should such a program be enacted and be applicable to employees of the Town. If available under such future enactment, the Town may seek financial support from the Commonwealth for such program and may take such administrative steps as may be required to accomplish this purpose.

Reading Police Contract --Section 3.4 - Education Incentive Program

- 3.4.1** The Town of Reading accepted MGL ch.41-s.108L (the Quinn Bill), in November 1993. For purposes of this Section, the term "Education Incentive Program" shall include the Quinn Bill if MGL ch.41-s.108L remains in place un-amended. If the acceptance of MGL ch.41-s.108L shall be repealed or amended by the Town, or if the State repeals or amends MGL Ch. 41 sec 108L, the following shall apply:

Employees shall continue to receive the pay and percentages they were/are entitled to and were/are receiving or may be entitled to receive in accordance with this Education Incentive Program as detailed in this section, and the Town of Reading shall be responsible to guarantee that the entire amount is paid.

It is the intent of this Section to guarantee 100% payment of education incentive pay benefits notwithstanding any subsequent legislation which might affect MGL ch.41-s.108L, or the Town of Reading's reimbursement by the Commonwealth of Massachusetts.

- 3.4.2** Employees who are eligible will be paid under this Education Incentive Program.

- 3.4.3** The payments under this Education Incentive Program will be paid in the bi- weekly payroll, and payments will thereby be prorated, if an employee is not employed for the full fiscal year.

An employee who is not employed as of September 1st of the fiscal year, or who has not attained a degree which is reimbursable under the Quinn Bill education incentive by that date, will not receive the Quinn Bill education incentive payment until the following September 1 if he is eligible at that time.

Police Officers who graduate from the academy and are sworn in as full time Police Officers after July 1, 2010, and who are eligible for payment under this Education Incentive Program

but are not eligible under the Quinn Bill, will be paid upon successful graduation from the police academy and upon being sworn in as a full-time Police Officer.

Officers who receive an approved degree will be eligible for payment under the Education Incentive Program upon providing to the Police Chief appropriate transcripts verifying the receipt of the degree.

3.4.4 The base salary for determining the amount to be paid under the Quinn Bill, or Education Incentive Program will be the base salary pursuant to the contract (which includes holiday pay, night shift differential, EMT Stipend & Specialist Pay where applicable) and shall exclude overtime.

3.4.5 The Education Incentive Program payments shall be determined by calculating at the beginning of the fiscal year the total educational incentive to which the employee will be entitled during the fiscal year.

The Town and the Union agree that if the Quinn Bill is repealed or under-funded by the State, the Town shall continue to pay the full Education Incentive Program payment as detailed in paragraph (7) below.

3.4.6 The Education Incentive Program payments shall be as follows:

- For an Associate's degree - 10% of base pay as listed in the contract
- For a Bachelor's degree - 20% of base pay as listed in the contract
- For a Master's Degree or Juris Doctor degree - 25% of base pay as listed in the contract.

3.4.7 An Associates, Bachelors or Master's degree in the following major concentrations shall be eligible for the Education Incentive Program:

- Criminal Justice
- Law enforcement

A Juris Doctor degree is also an eligible degree and shall be treated as a master's degree for the purposes of this agreement.

Degrees shall have been awarded by a college or university listed in the database of accredited postsecondary institutions and programs maintained by the US Department of Education.

3.4.8 Any employee who attends a school or course (including the Police Academy and/or Police Training Courses but excluding college credit courses) to better his knowledge in a specific area of police work shall be reimbursed for any out-of-pocket expense (meals, gasoline, equipment). No employee shall attend any course or school and receive any reimbursements without the prior approval of the Chief of Police.

Reading Police Superiors Contract SECTION 3.4

3.4.1 The Town of Reading accepted MGL ch.41-s.108L (the Quinn Bill), in November 1993. For purposes of this Section, the term "Education Incentive Program" shall include the Quinn Bill if MGL ch.41-s.108L remains in place un-amended. If the acceptance of MGL ch.41-s.108L shall be repealed or amended by the Town, or if the State repeals or amends MGL Ch. 41 sec 108L, the following shall apply:

Employees shall continue to receive the pay and percentages they were/are entitled to and were/are receiving or may be entitled to receive in accordance with this Education Incentive

Program as detailed in this section, and the Town of Reading shall be responsible to guarantee that the entire amount is paid.

It is the intent of this Section to guarantee 100% payment of education incentive pay benefits notwithstanding any subsequent legislation which might affect MGL ch.41-s.108L, or the Town of Reading's reimbursement by the Commonwealth of Massachusetts.

3.4.2 Employees who are eligible will be paid under this Education Incentive Program m.

3.4.3 The payments under this Education Incentive Program will be paid in the bi- weekly payroll, and payments will thereby be prorated, if an employee is not employed for the full fiscal year.

An employee who is not employed as of September 1st of the fiscal year, or who has not attained a degree which is reimbursable under the Quinn Bill education incentive by that date, will not receive the Quinn Bill education incentive payment until the following September 1 if he is eligible at that time.

Police Officers who graduate from a Police Recruit Training Academy and are sworn in as full time Police Officers after July 1, 2010, and who are eligible for payment under this Education Incentive Program but are not eligible under the Quinn Bill, will be paid upon successful graduation from the police academy and upon being sworn in as a full-time Police Officer.

Officers who receive an approved degree will be eligible for payment under the Education Incentive Program upon providing to the Police Chief appropriate transcripts verifying the receipt of the degree.

The base salary for determining the amount to be paid under the Quinn Bill, or Education Incentive Program will be the base salary pursuant to the contract (which includes holiday pay and night shift differential where applicable) and shall exclude overtime.

3.4.4 The Education Incentive Program payments shall be determined by calculating at the beginning of the fiscal year the total educational incentive to which the employee will be entitled during the fiscal year.

The Town and the Union agree that if the Quinn Bill is repealed or under-funded by the State, the Town shall continue to pay the full Education Incentive Program payment as detailed in paragraph (7) below.

3.4.5 The Education Incentive Program payments shall be as follows:

- For an Associate's degree - 10% of base pay as listed in the contract
- For a Bachelor's degree - 20% of base pay as listed in the contract
- For a Master's Degree or Juris Doctor degree - 25% of base pay as listed in the contract.

3.4.6 An Associate's, Bachelor's or Master's degree in the following major concentrations shall be eligible for the Education Incentive Program:

- Criminal Justice
- Law enforcement

A Juris Doctor degree is also an eligible degree and shall be treated as a master's degree for the purposes of this agreement.

Degrees shall have been awarded by a college or university listed in the database of accredited postsecondary institutions and programs maintained by the US Department of Education.

- 3.4.7** Any employee who attends a school or course {including the Police Academy and/or Police Training Courses but excluding college credit courses) to better his knowledge in a specific area of police work shall be reimbursed for any out-of-pocket expense {meals, gasoline, equipment). No employee shall attend any course or school and receive any reimbursements without the prior approval of the Police Chief.

Stoneham Police Contract ARTICLE 23

If General Law Chapter 41, Section 108L, which was accepted by the Town in 1971, shall be repealed, amended, or rescinded, the following shall apply:

- (a) Employees, who are not excluded from receiving educational incentive pay by section (C) of this Article, shall continue to receive the educational incentive pay and percentages they were/are entitled to and were/are receiving or may be entitled to receive, in accordance with said Chapter 41, Section 108L, had said Chapter 41, Section;108L not been repealed, amended, or rescinded, and the Town shall pay the
- (b) It is the intent of this Section to guarantee 100% payment of educational incentive pay benefits to employees not excluded from receiving educational incentive pay under section (c) of this Article, notwithstanding any subsequent legislation or Town action which might affect Chapter 41, Section 108L, or the Town's reimbursement by the Commonwealth thereunder.
- (c) **Effective with the signing of the April 12, 2011 agreement,** no one who becomes a member of the bargaining unit after April 15, 2011 shall be entitled to educational incentive pay. Accordingly, only those permanently appointed regular police officers of the Town of Stoneham as of April 15, 2011 shall be entitled to educational incentive pay under this article. This provision will not impact the rights of an officer who transfers into the Stoneham Police Department after April 15, 2011 and who was receiving educational incentive benefits in accordance with M.G.L. c.41, s. 108L from another department prior to July 1, 2009. An officer who was not receiving M.G.L. c. 41, s. 108L benefits at the time the officer transfers to the Stoneham Police Department will not be eligible to receive benefits/payments under this article.
- (d) **Effective with the signing of the 2020 - 2022 collective bargaining agreement,** employees who become a member of the bargaining unit after April 15, 2011, shall be entitled to an educational incentive established outside of the requirements of MGL c.41, s. 108L
 Bargaining unit members who have degrees in Criminal Justice, Political Science, Law Enforcement, Public Administration, Law, Sociology or Psychology, from an accredited college or university, shall be entitled to the following increase to their base pay: Associate's Degree: 2.5%; Bachelor's Degree or higher: 5%.
 Bargaining unit members who have degrees from an accredited college or university, other than those referenced in the prior paragraph, shall be entitled to the same increase of their base pay if the Chief of Police determines the degree relates to and benefits the police department and bargaining unit members' professional development.
 Bargaining unit members who have approved degrees at the time of the signing of the 2020 - 2022 collective bargaining agreement shall be entitled to a salary increase retroactive to July 1, 2020."

Effective July 1, 2021, amend Article 23 Educational Incentive section (d) by increasing Associate's Degree to 5% and Bachelor's Degree or higher to 10%.

Stoneham Police Superiors

If General Law Chapter 41, Section 108L, which was accepted by the Town in 1971, shall be repealed, amended, or rescinded, the following shall apply:

- (a) Employees shall continue to receive the educational incentive pay and percentages they were/are entitled to and were/are receiving or may be entitled to receive, in accordance with said Chapter 41, Section 108L, had said Chapter 41, Section 108L not been repealed, amended, or rescinded, and the Town shall pay the entire amount thereof.
- (b) It is the intent of this Section to guarantee 100% payment of educational incentive pay benefits notwithstanding any subsequent legislation or Town action which might affect Chapter 41, Section 108L, or the Town's reimbursement by the Commonwealth thereunder.

ARTICLE 4. EDUCATIONAL INCENTIVE PLAN

A. The parties agree to establish the Watertown Police Supervisors Educational Incentive Plan. The Town will continue to pay the full level of education incentive benefits set forth in such program, as summarized below, to employees currently participating in the Quinn Bill education incentive program under G.L. c41, §108L as it existed as of July 1, 2009, as well as to employees employed prior to July 1, 2009 who had begun to accumulate credit hours for degrees in law enforcement, criminal justice or law prior to September 1, 2009. The percentages associated with the Watertown Police Supervisors Educational Incentive Plan are as follows:

- 10% for an Associate's degree in law enforcement or criminal justice, or 60 points earned toward a Baccalaureate Degree in law enforcement or criminal justice.
- 20% for a Baccalaureate Degree in law enforcement or criminal justice.
- 25% for a Master's Degree in law enforcement or criminal justice, or a degree in law.

Qualifying degrees and credits will be the same as applied by the Massachusetts Department of Higher Education for Quinn Bill benefits as of June 30, 2009.

Future employees who transfer from another department where they had been included in an education incentive program pursuant to M.G.L. c41, §108L and were eligible to receive benefits under same shall be eligible for his education incentive program.

The parties acknowledge that the Town has previously accepted the provisions of Chapter 835 of the Acts of 1970, as amended, (M.G.L. c41, §108L). The education incentive benefit being provided under this contract is not intended to be in addition to the benefits the officer may be eligible to receive under §108L. Those employees who are eligible for payment under both §108L and the Watertown Education Incentive Plan shall receive the higher payment to which they are entitled, but not both. In no case shall an officer be entitled to receive from the Town education incentive payments that exceed in total the amounts that are expressly set forth above.

For officers who do not meet the eligibility criteria set forth above or under M.G.L. c41, §108L, they shall be entitled to receive an annual education incentive benefit as follows:

- \$3,500.00 for an Associate's degree in law enforcement or criminal justice, or 60 points earned toward a Baccalaureate Degree in law enforcement or criminal justice.
- \$7,000.00 for a Baccalaureate Degree in law enforcement or criminal justice.
- \$8,750.00 for a Master's Degree in law enforcement or criminal justice, or a degree in law.

B. Payments under Section A above shall be made weekly and shall be included in the base pay for computing injured pay, sick pay, vacation pay, holiday pay and night shift and weekend differentials. Education incentive benefits shall be considered by the Town as regular compensation for pension and retirement purposes.

C. The parties agree that effective July 1, 2000 education incentive benefits will be calculated as part of base wage for overtime purposes. The parties further agree that overtime benefits due bargaining unit members will be calculated pursuant to the provisions of 29 U.S.C. §207 (k) and 29C FR §553.201 (a) as it pertains to law enforcement officers. Effective July 1, 2010 all officers to be paid Quinn Bill, Education incentive and/or Transitional Career Awards will be paid on a weekly basis.

Watertown continued

Effective July 1, 2020, increase annual education incentive benefit for non-Quinn eligible officers to the following amounts:

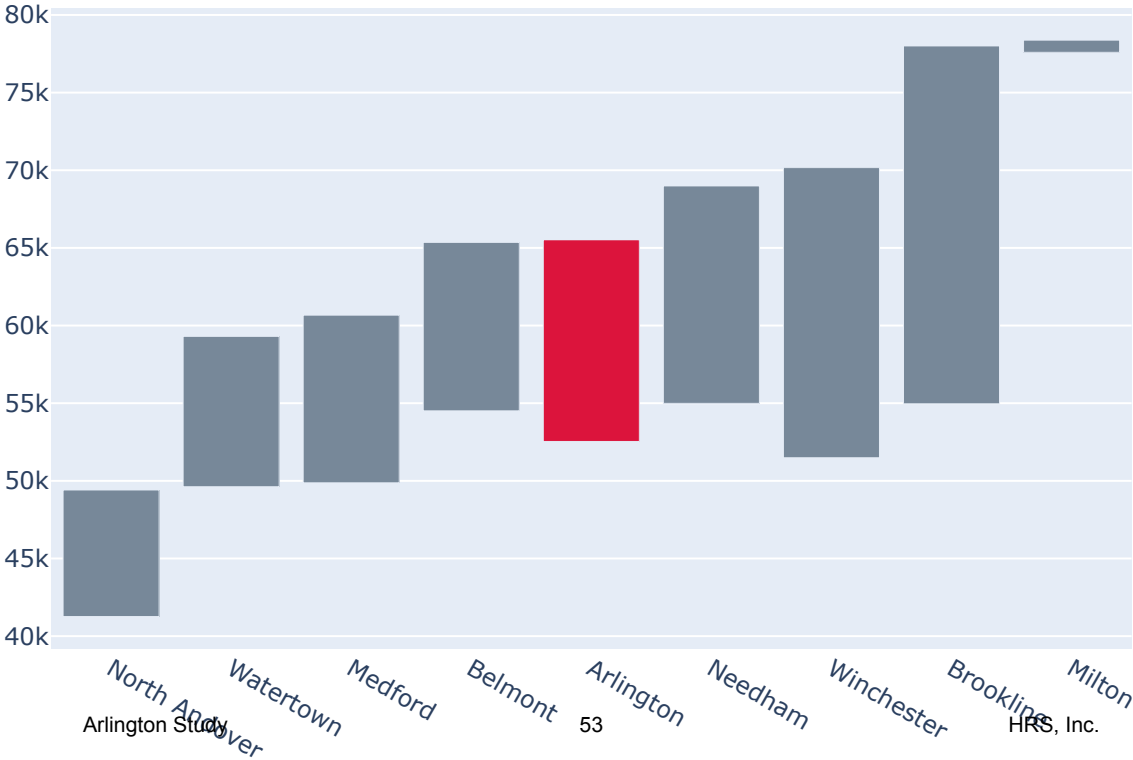
- \$5,000.00 for an Associate's degree in law enforcement or criminal justice, or 60 points earned toward a Baccalaureate Degree in law enforcement or criminal justice.
- \$9,000.00 for a Baccalaureate Degree in law enforcement or criminal justice.
- \$11,250.00 for a Master's Degree in law enforcement or criminal justice, or a degree in law.



FINAL REPORT GRAPHICS

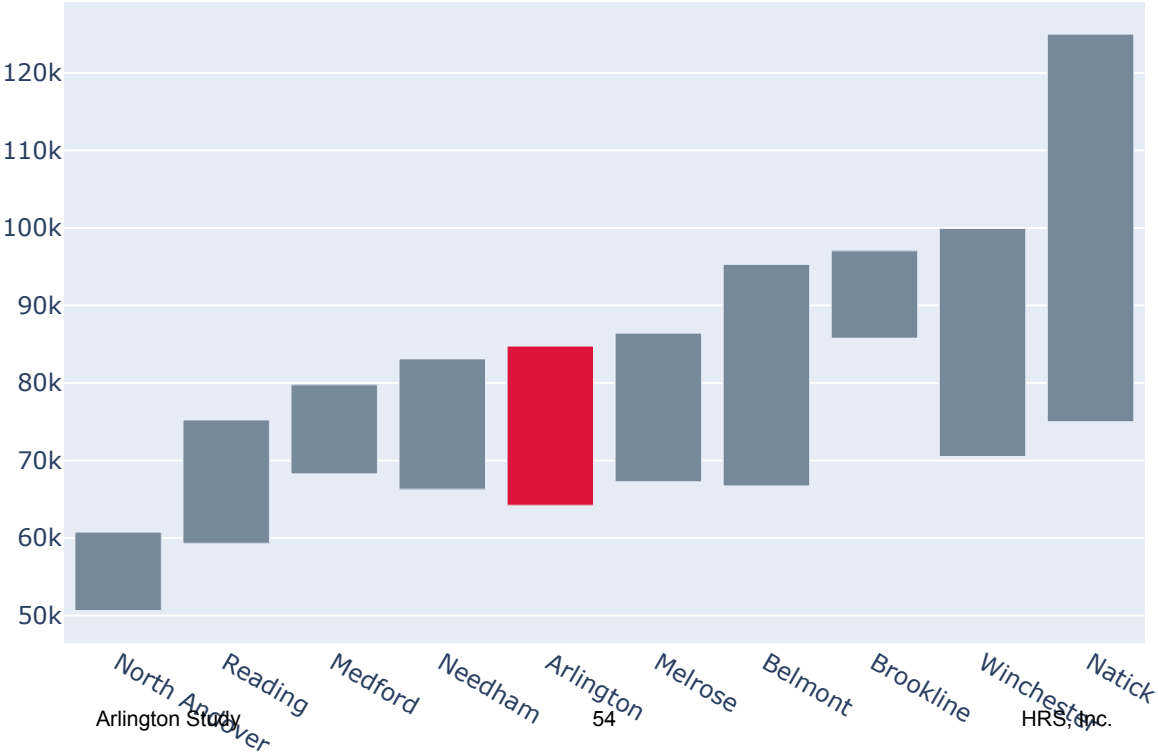
Adult Services Librarian

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Assistant Comptroller

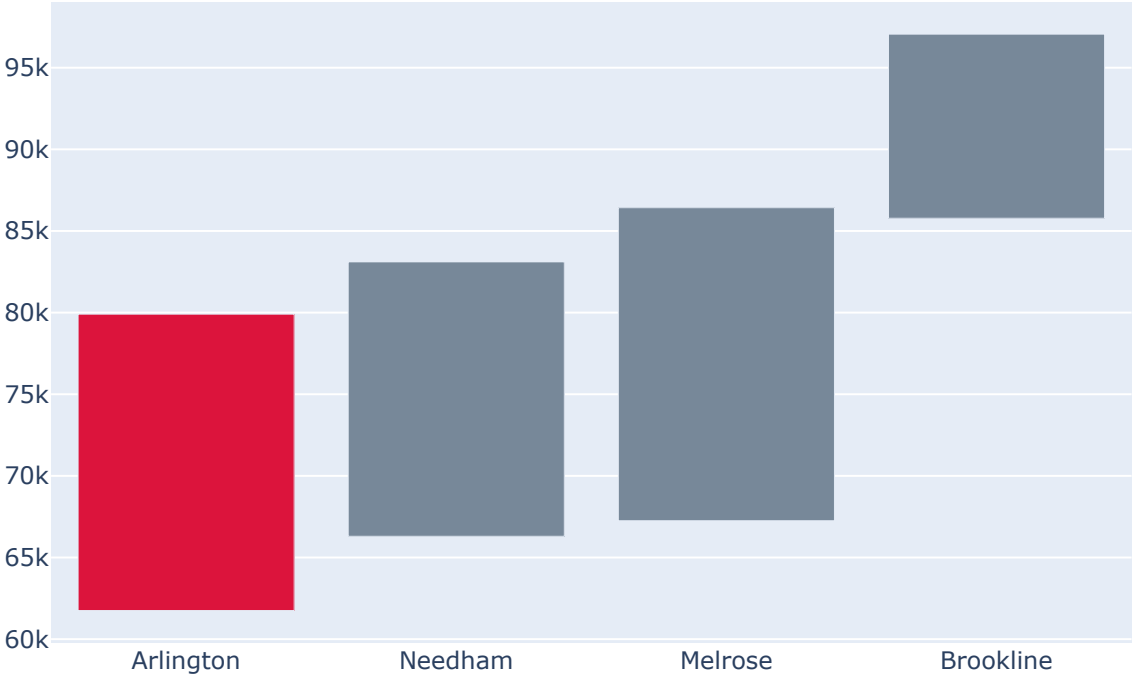
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Arlington Study

Assistant Director of Human Resources

Reference 4



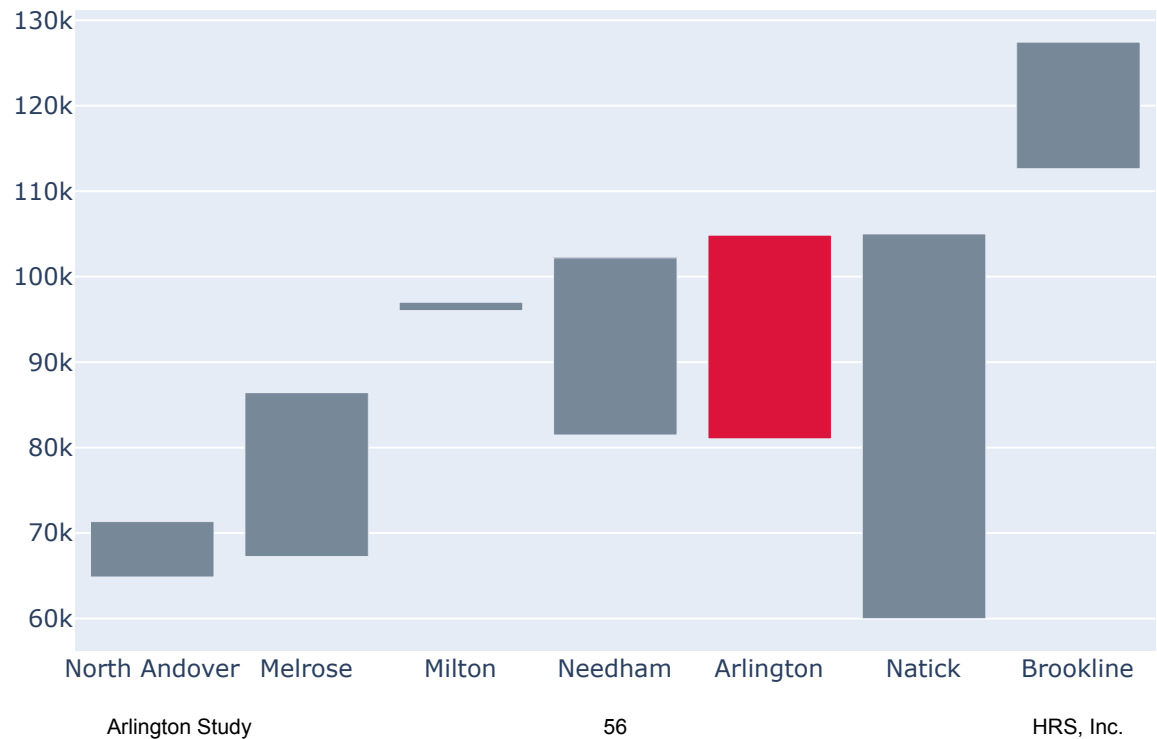
Arlington Study

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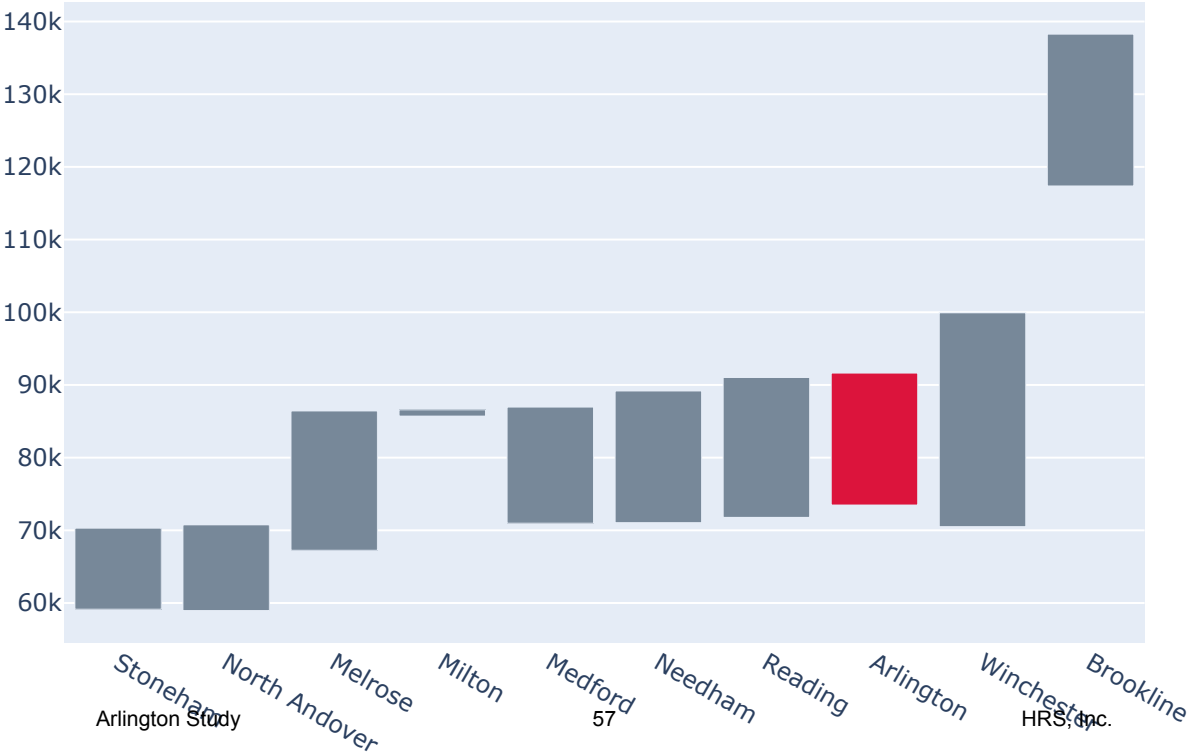
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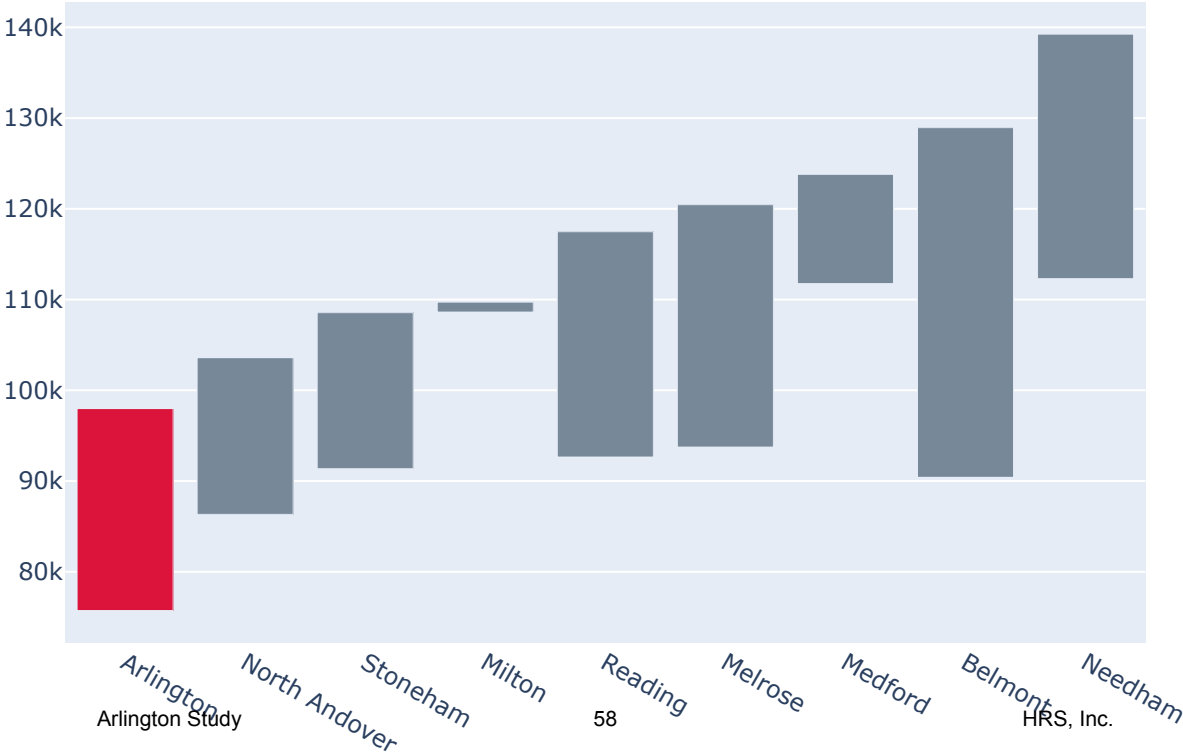
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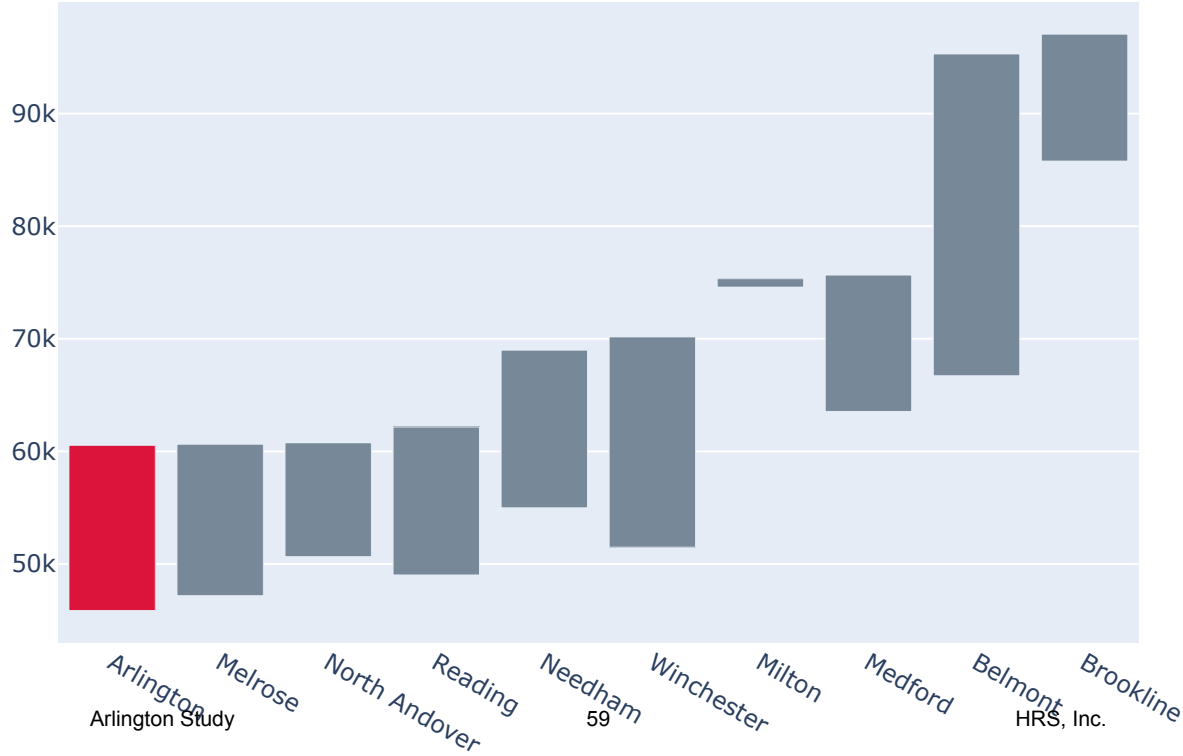
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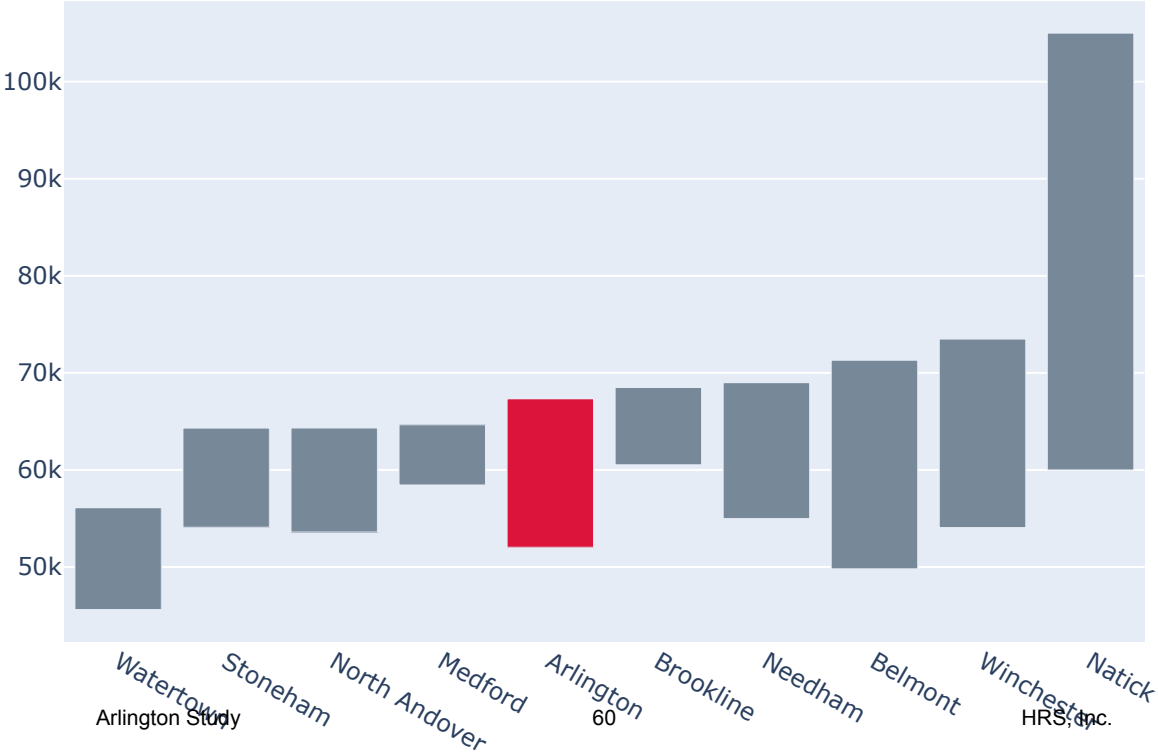
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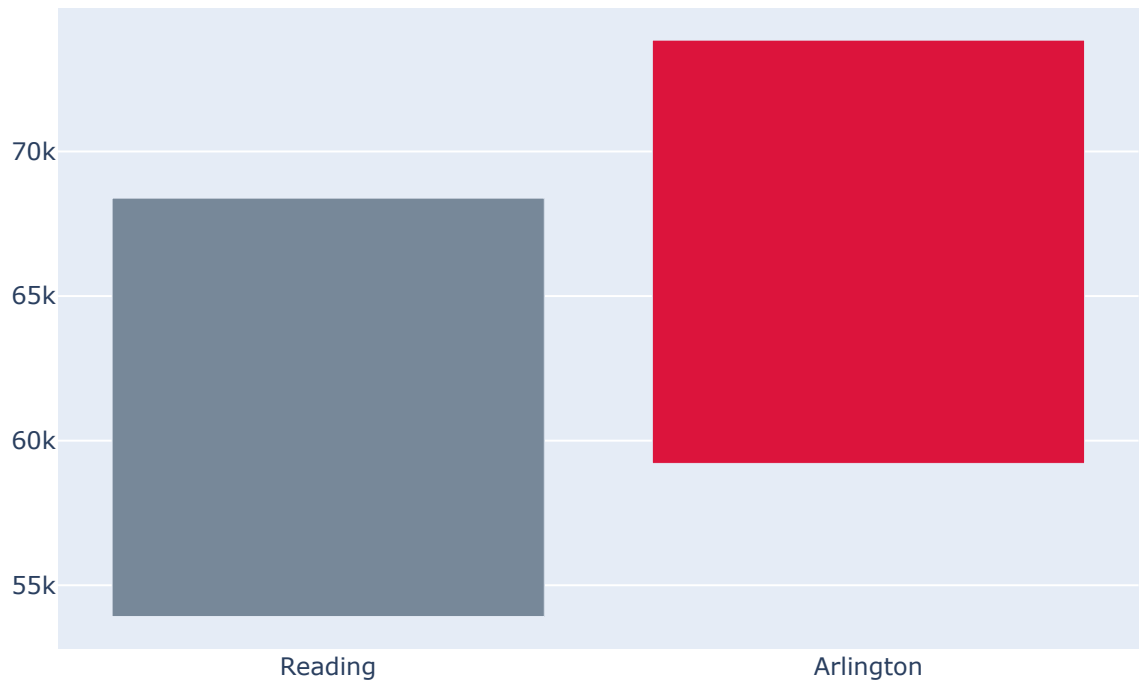
Benefits Administrator

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Branch Librarian

Reference 4



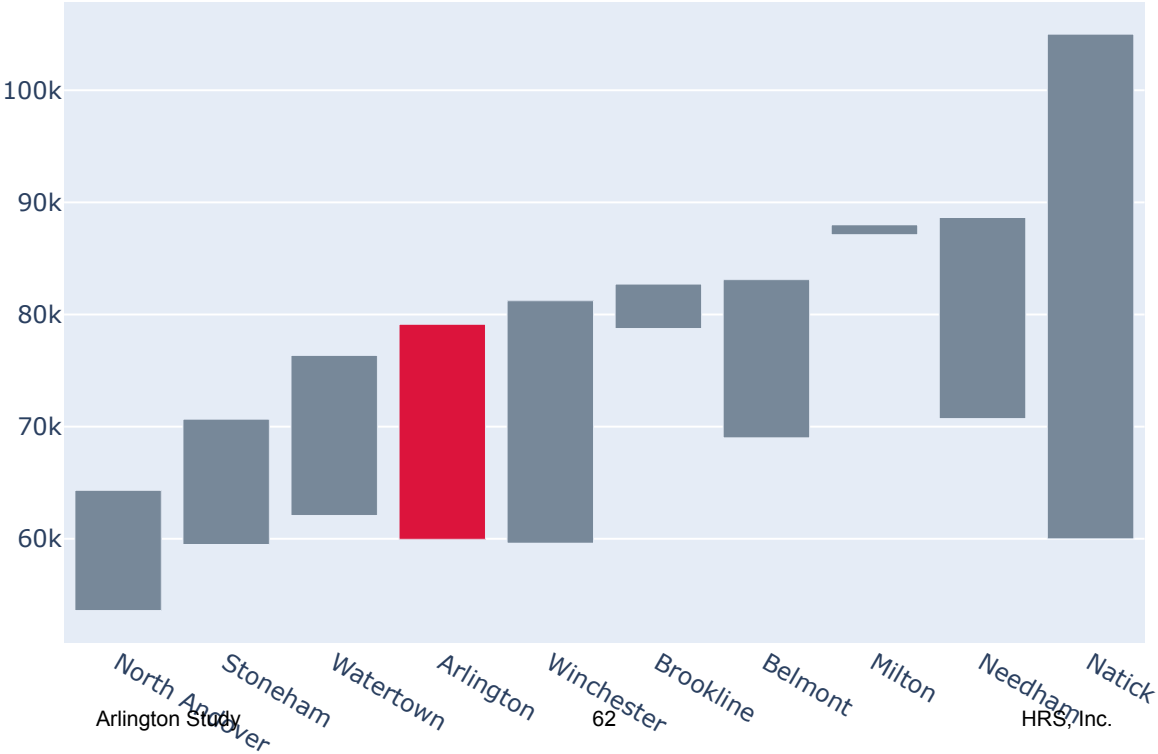
Arlington Study

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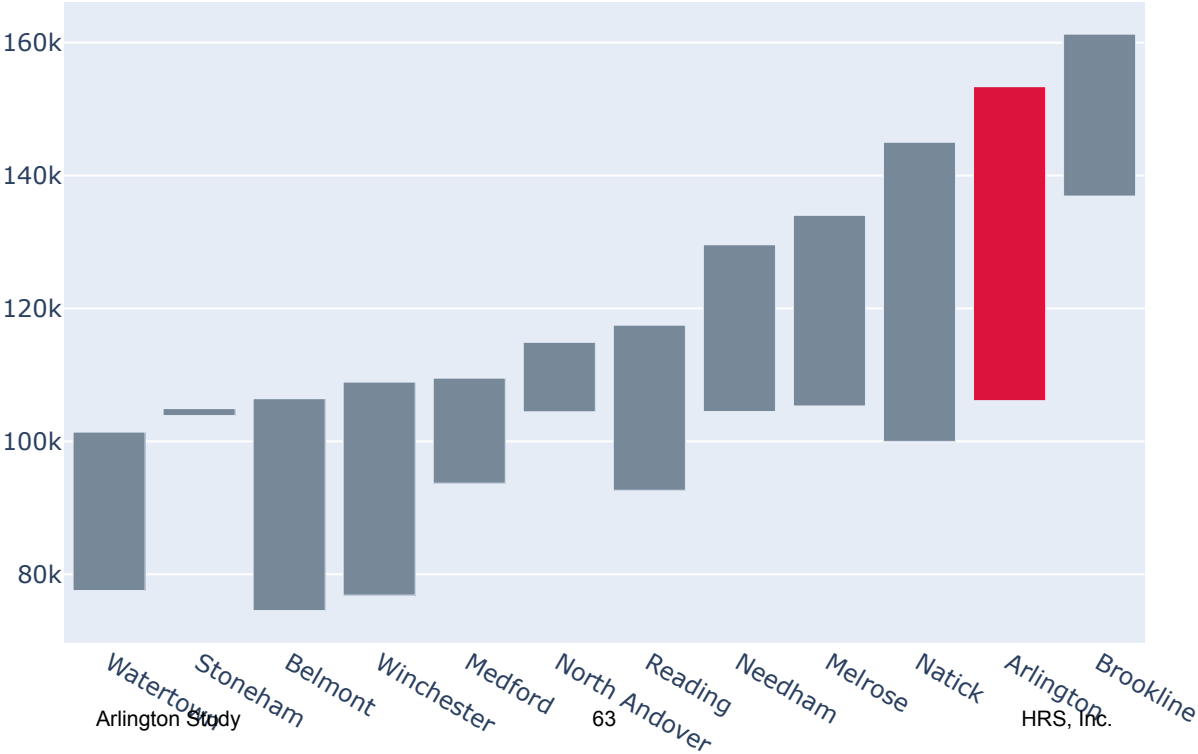
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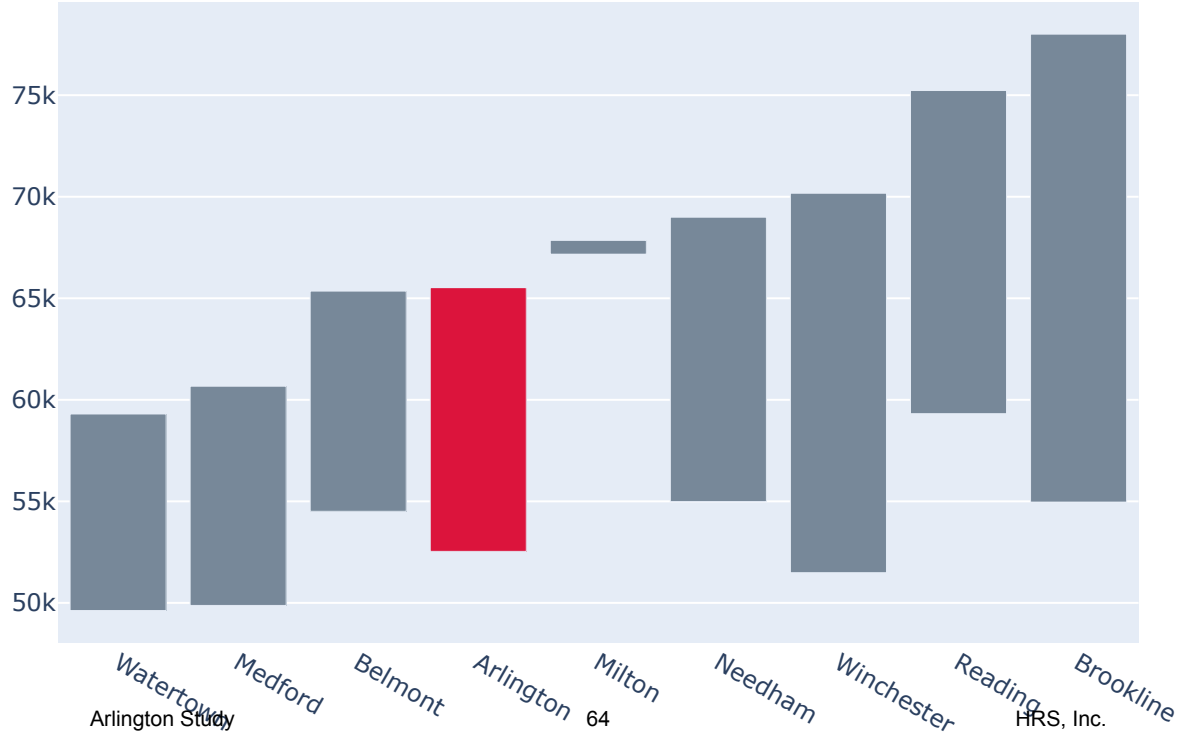
Chief Technology Officer

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Children's Librarian

Reference 4



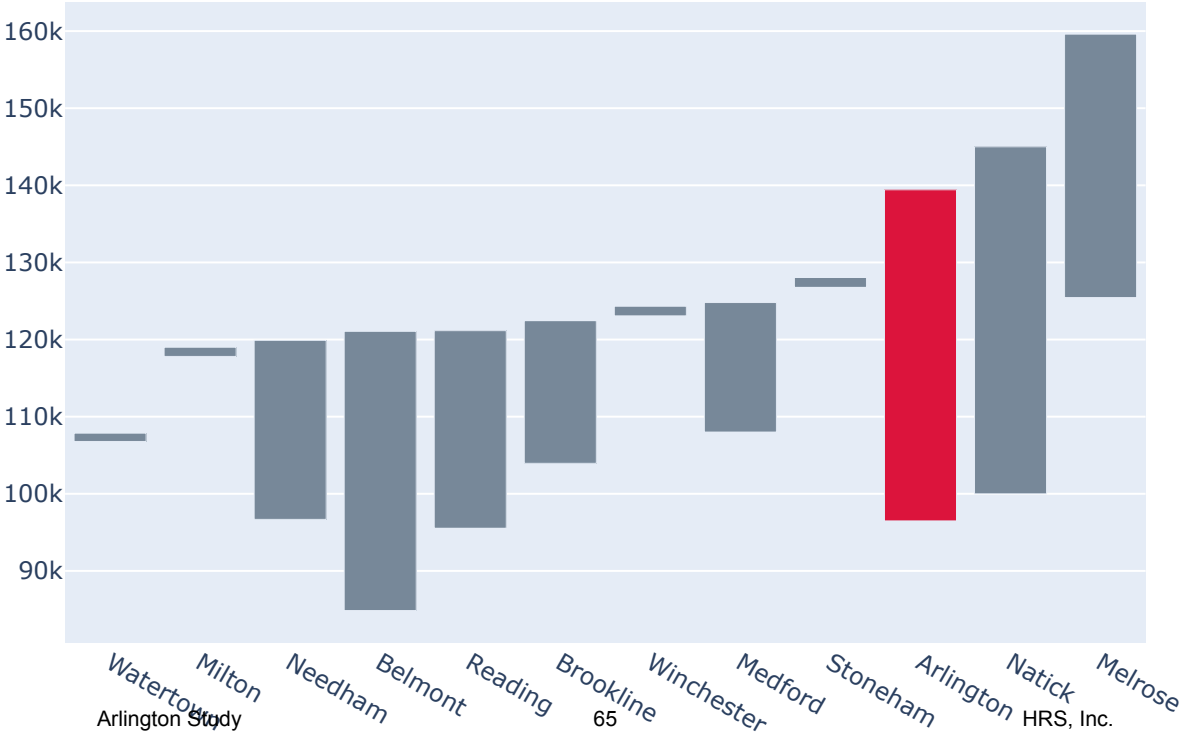
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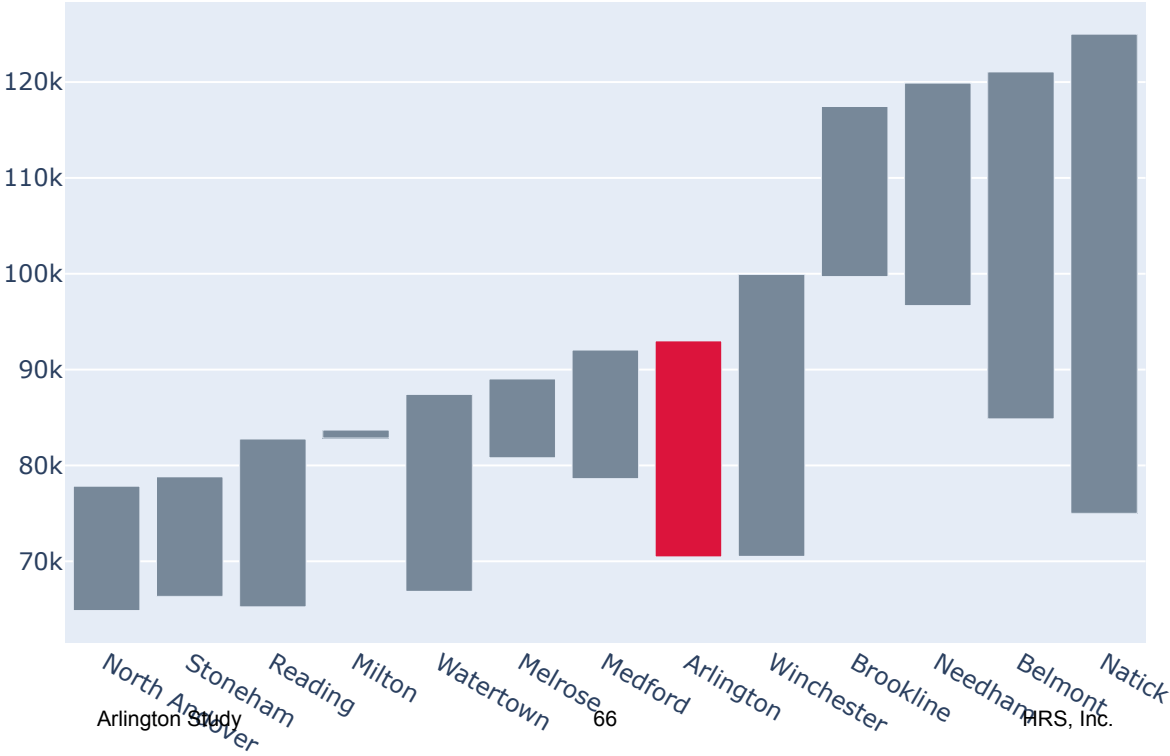
Comptroller or Town Accountant

Reference 4



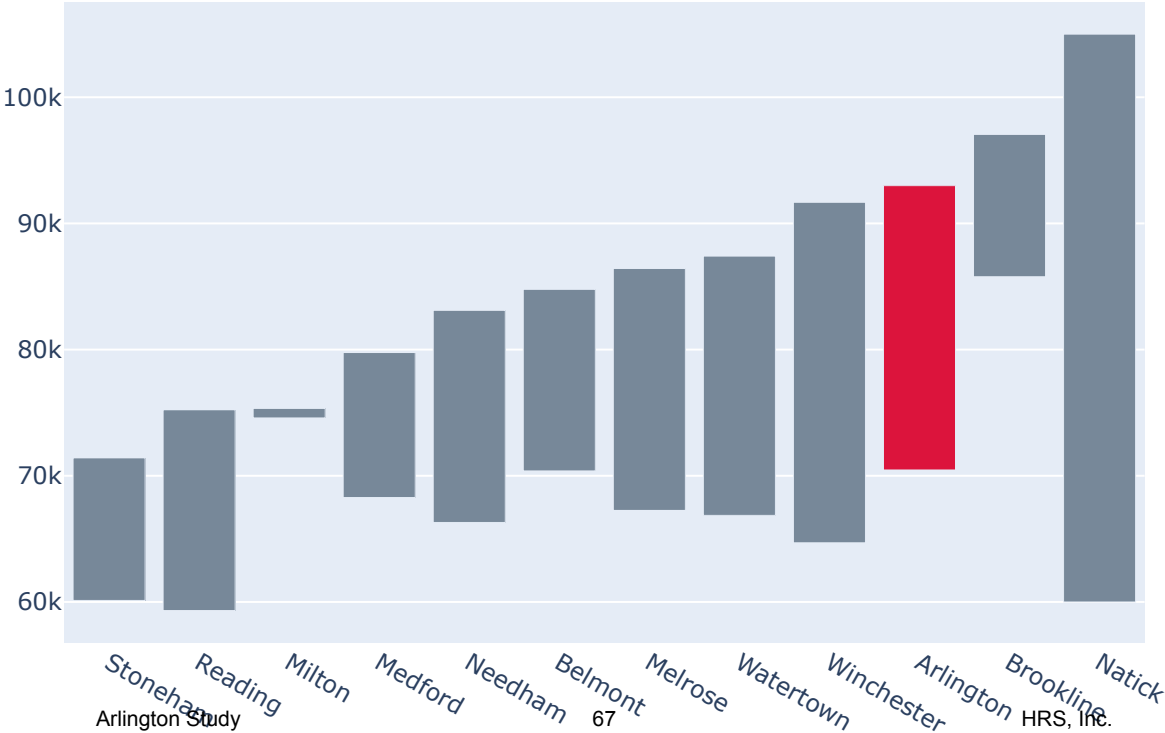
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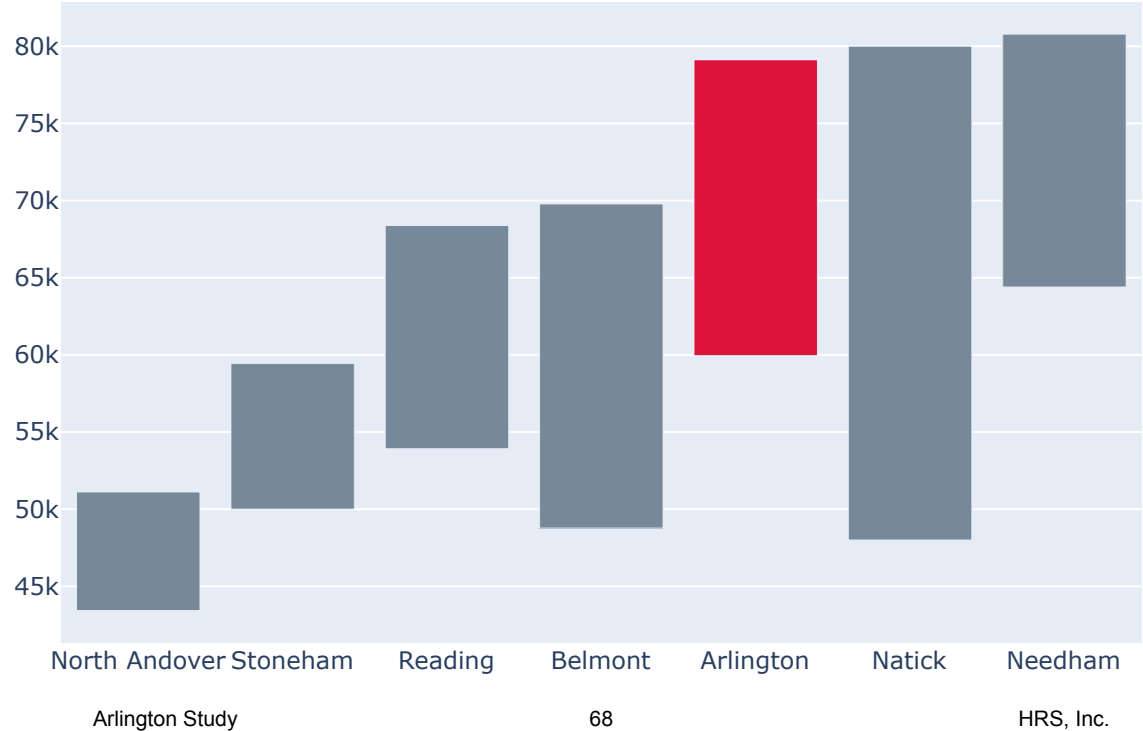
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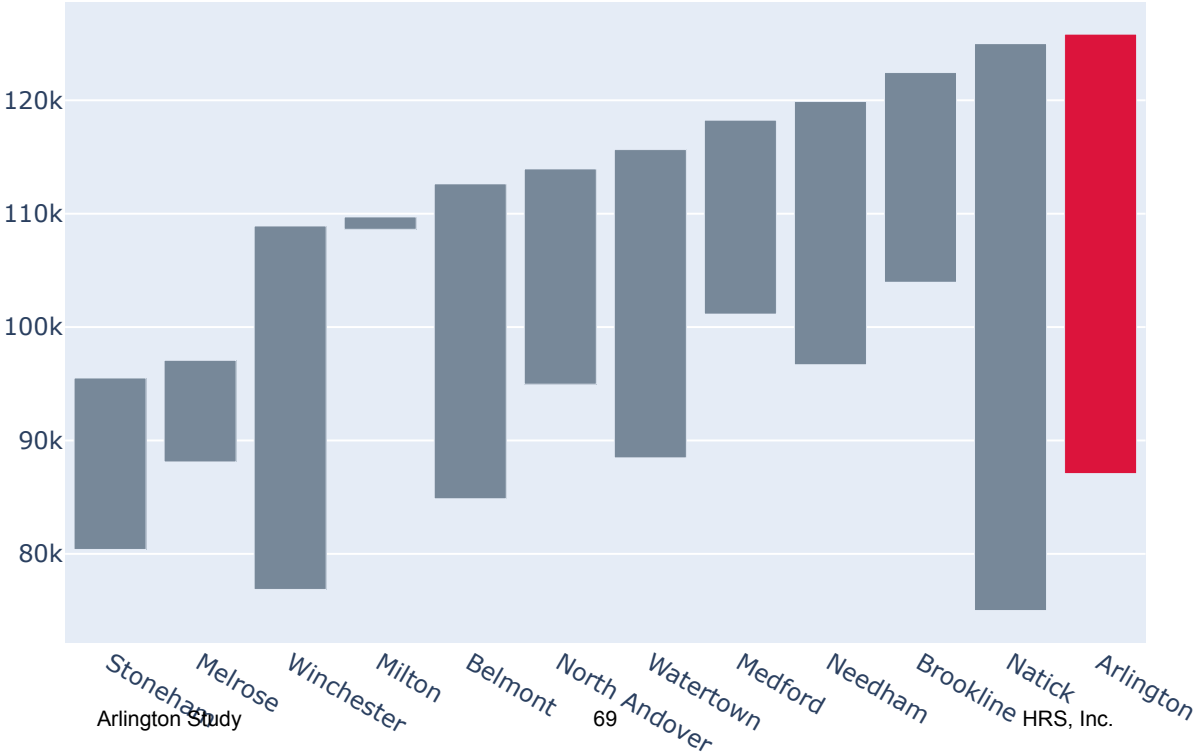
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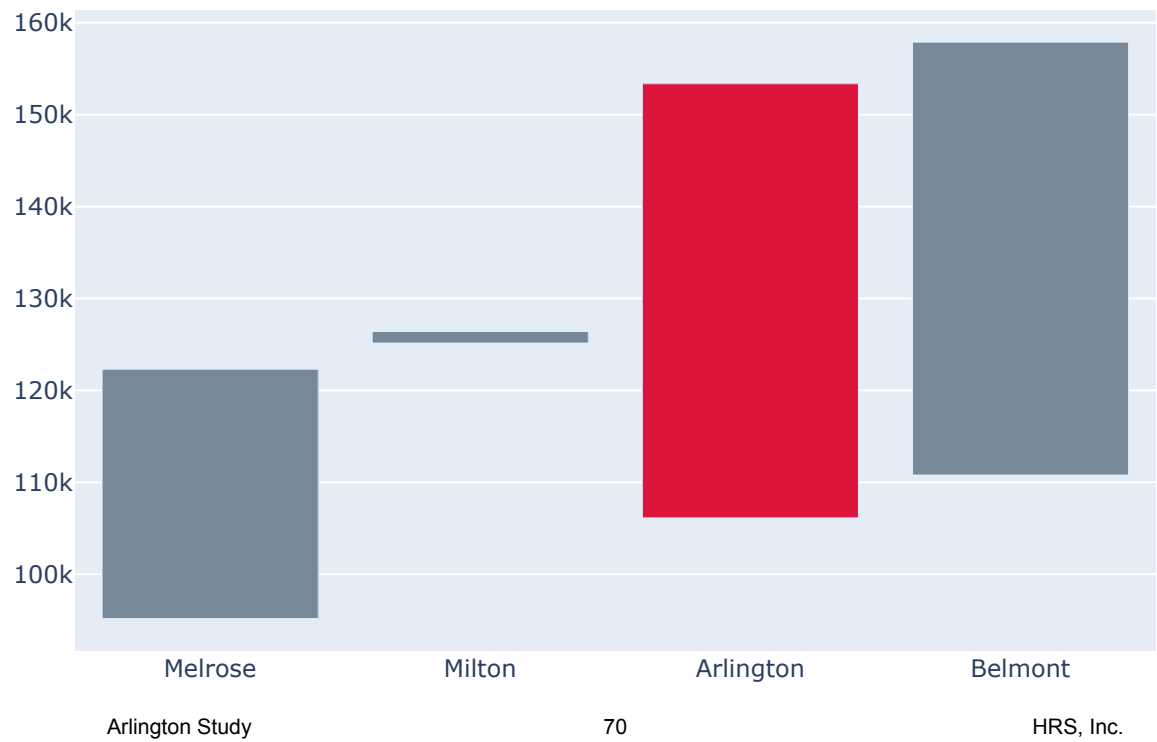
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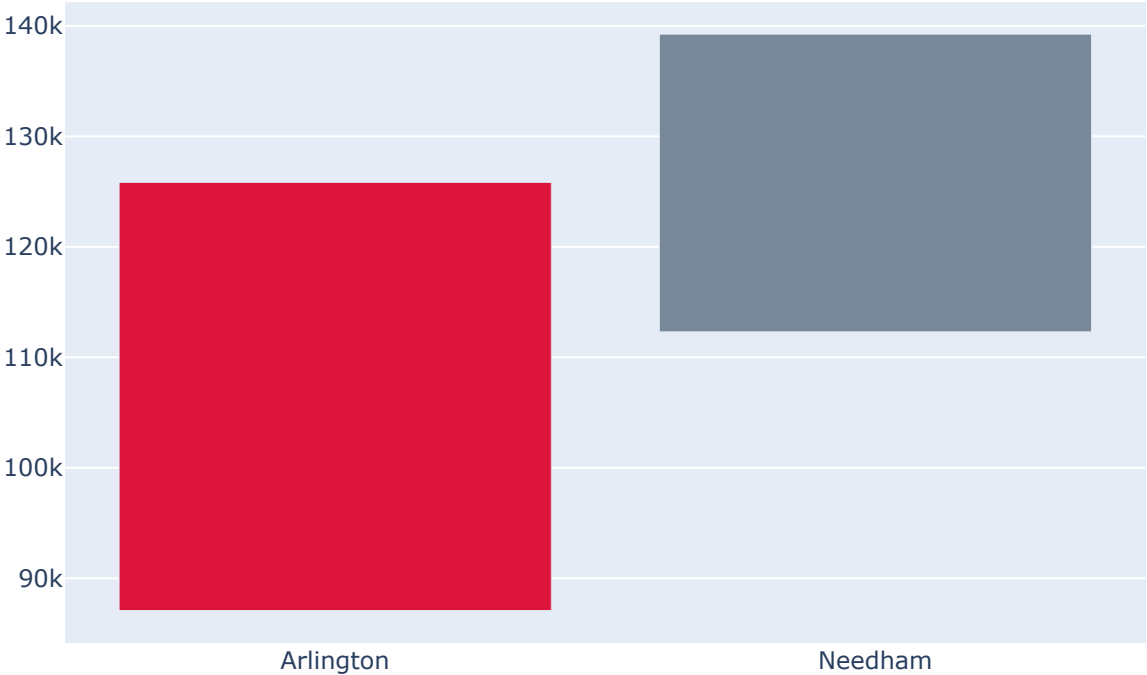
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Director of Health and Human Services

Reference 4



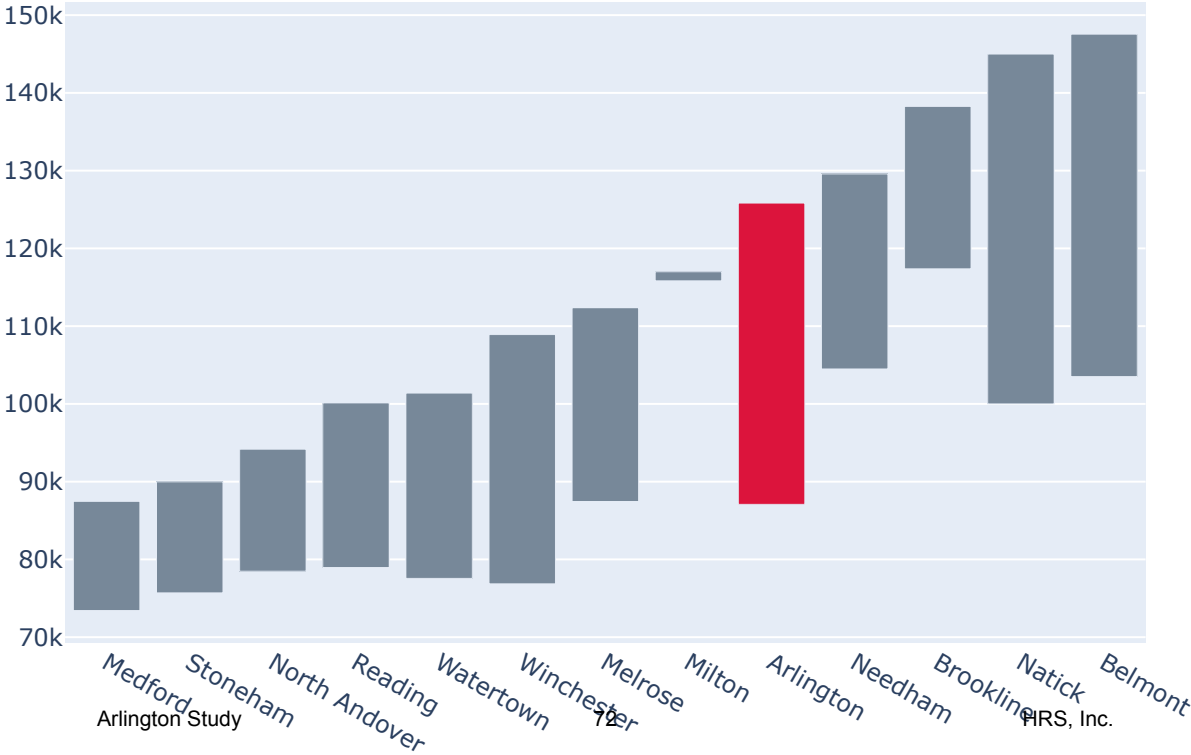
Arlington Study

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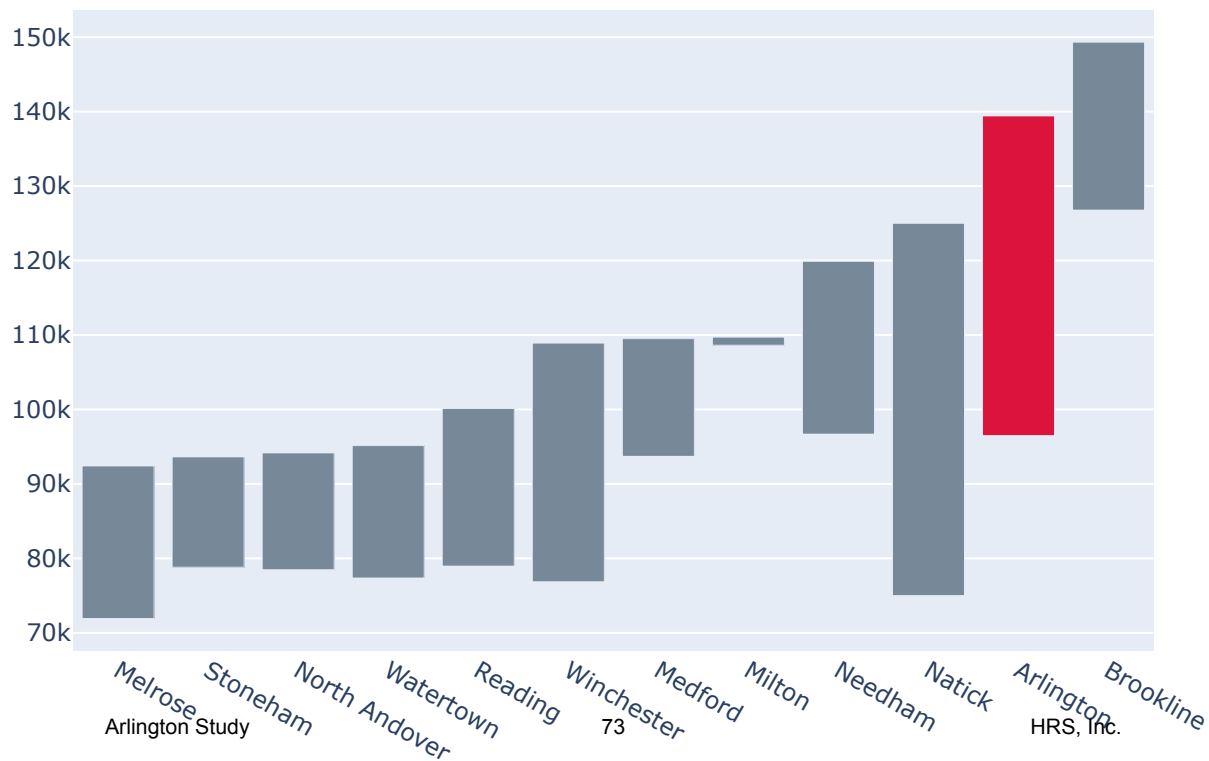
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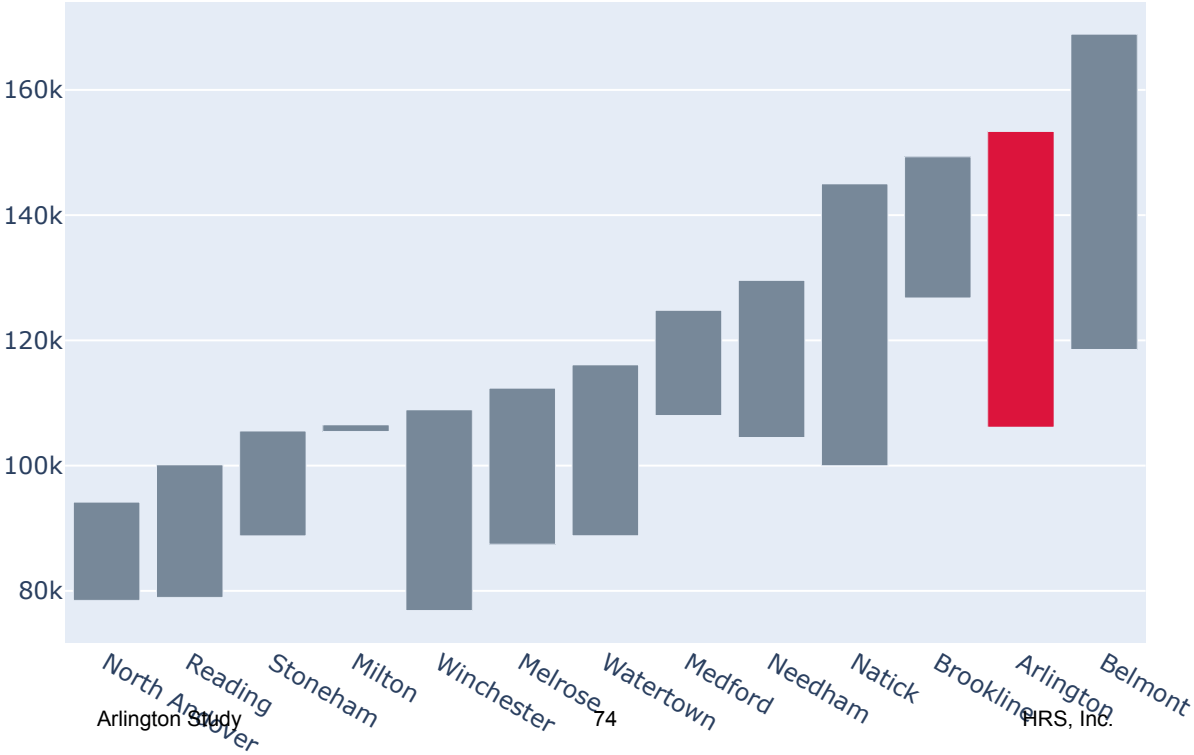
Director of Inspections or Building Commissioner

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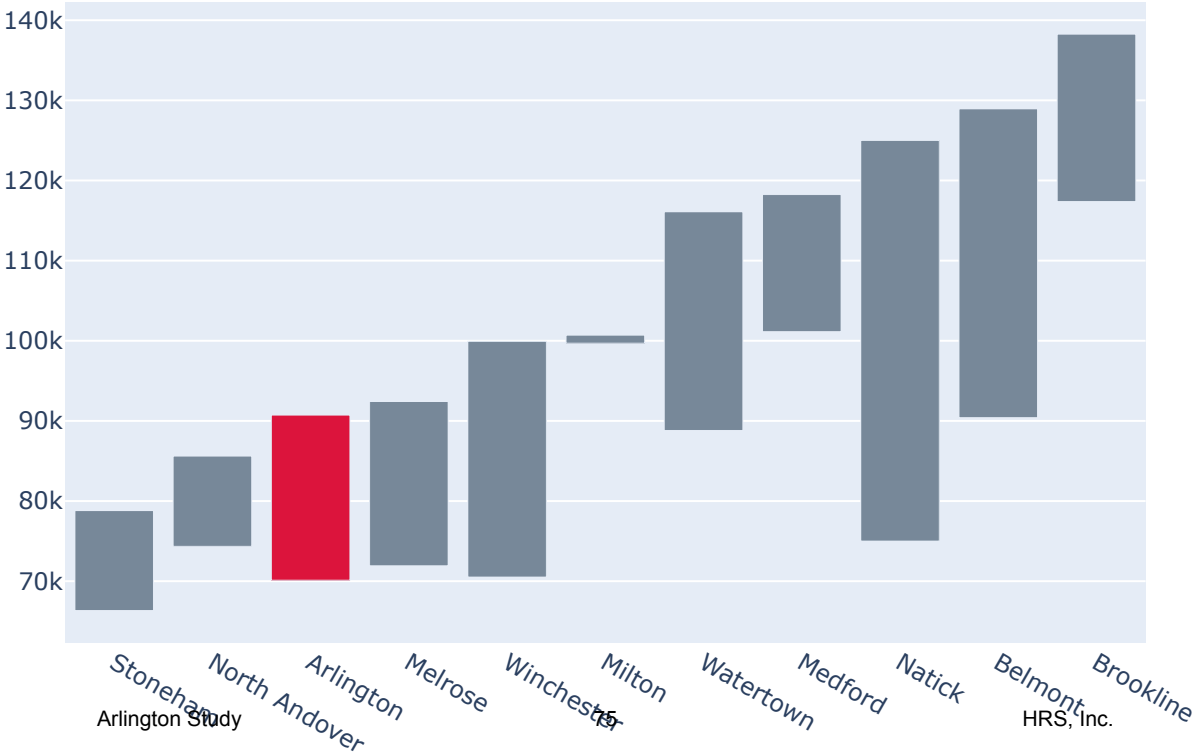
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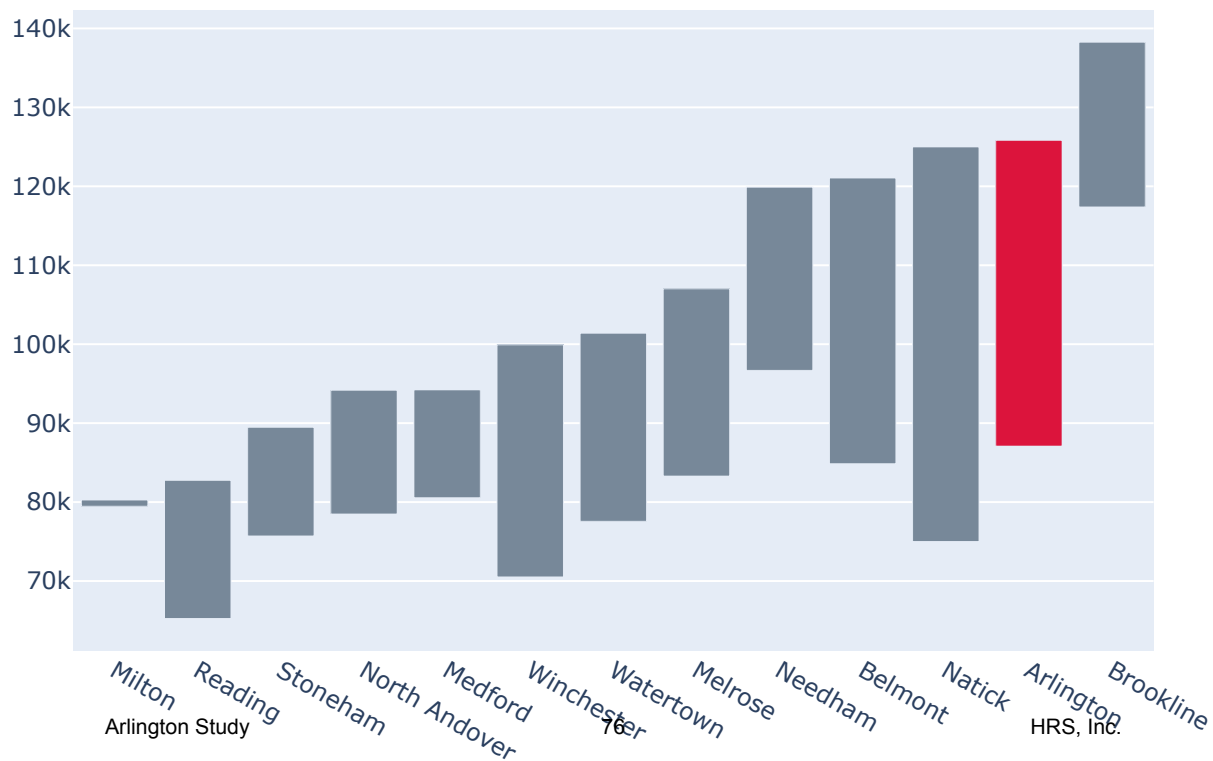
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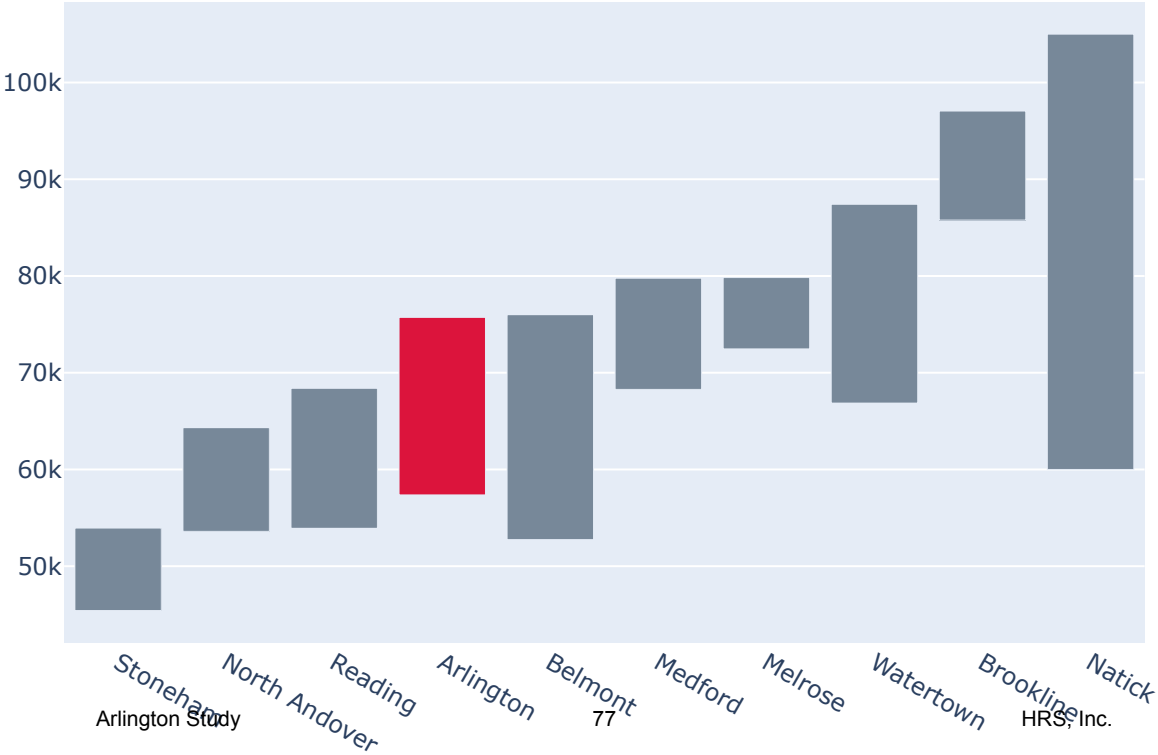
Director of Recreation

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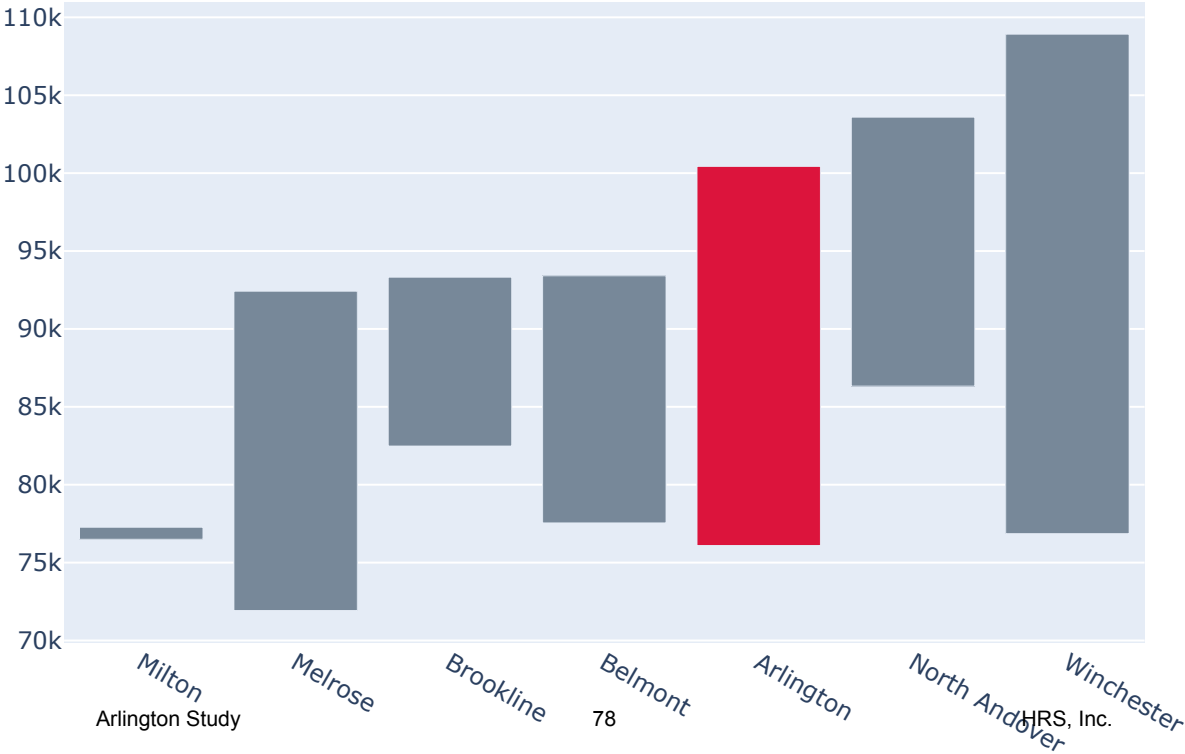
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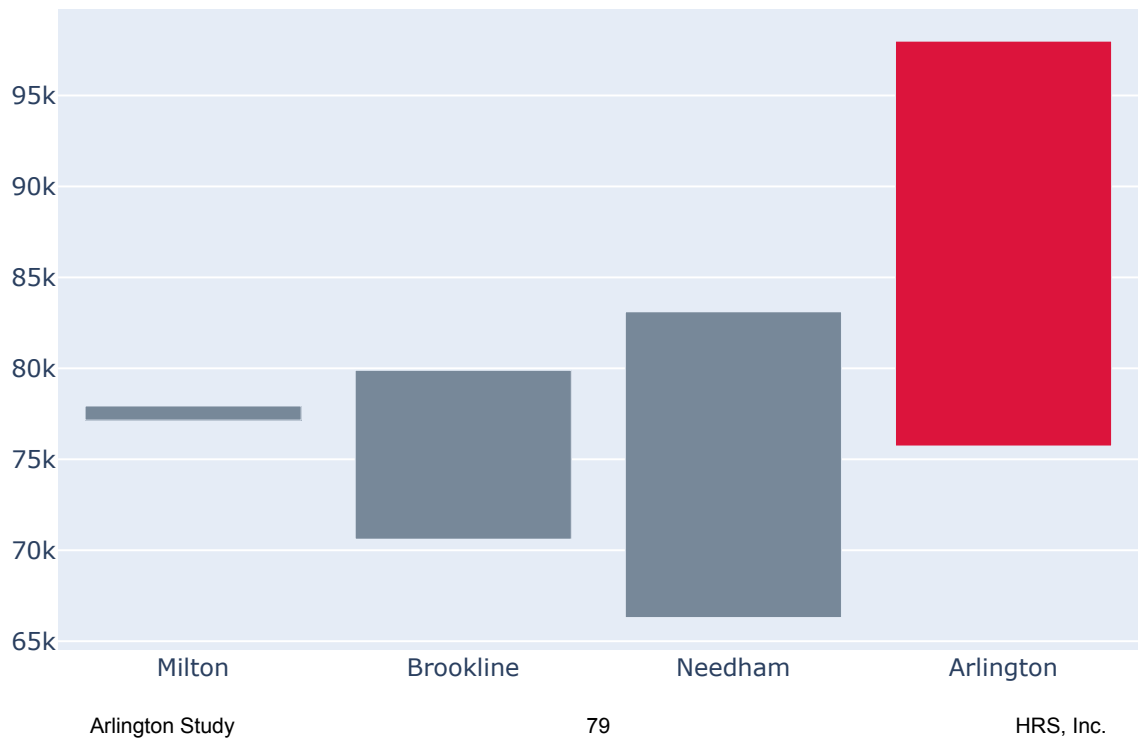
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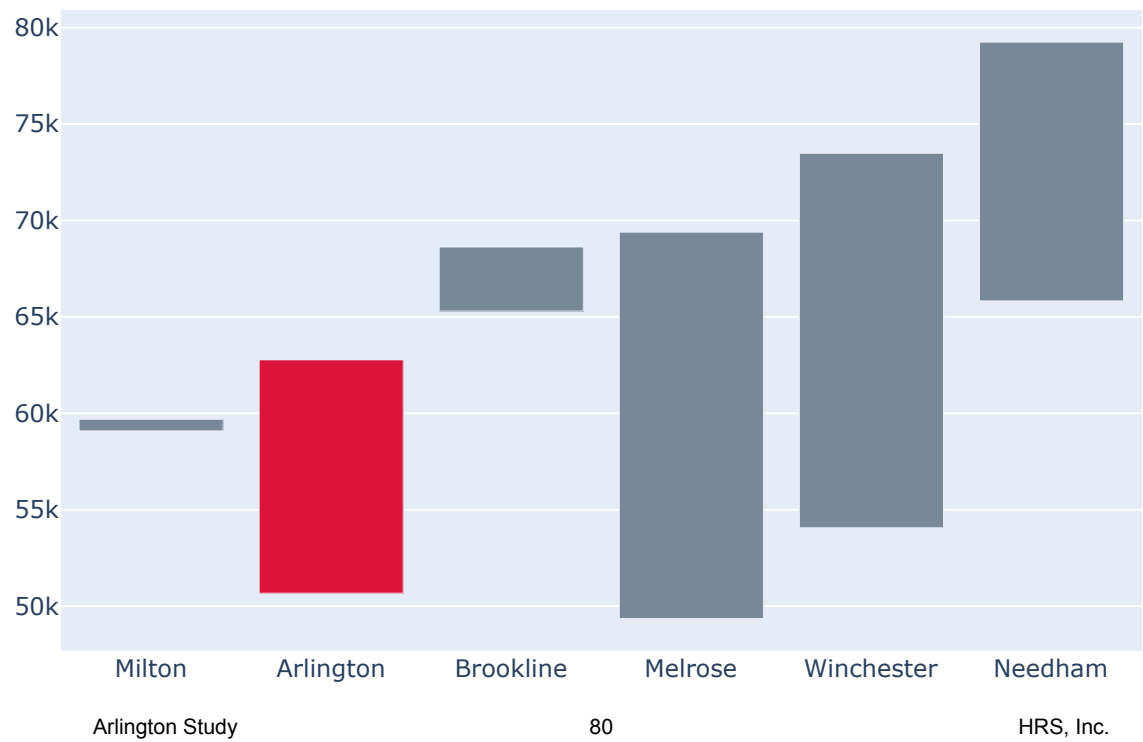
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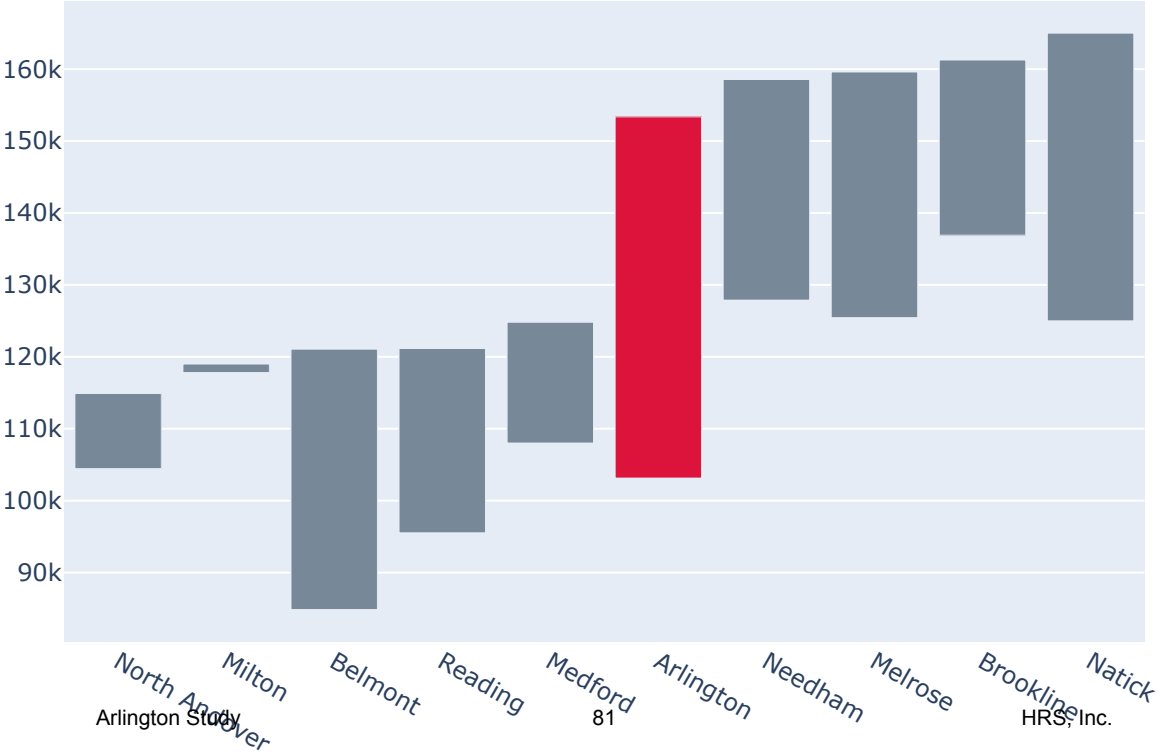
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Finance Director

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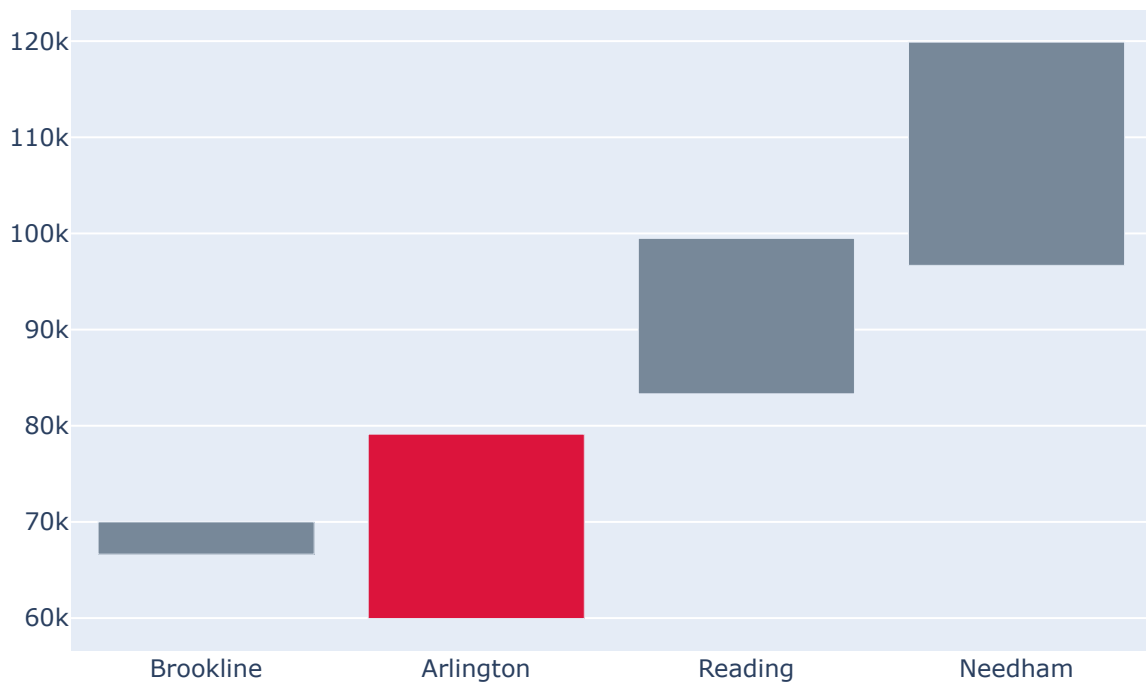
Arlington Study

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HRS, Inc.

Forestry Supervisor (or Superintendent)

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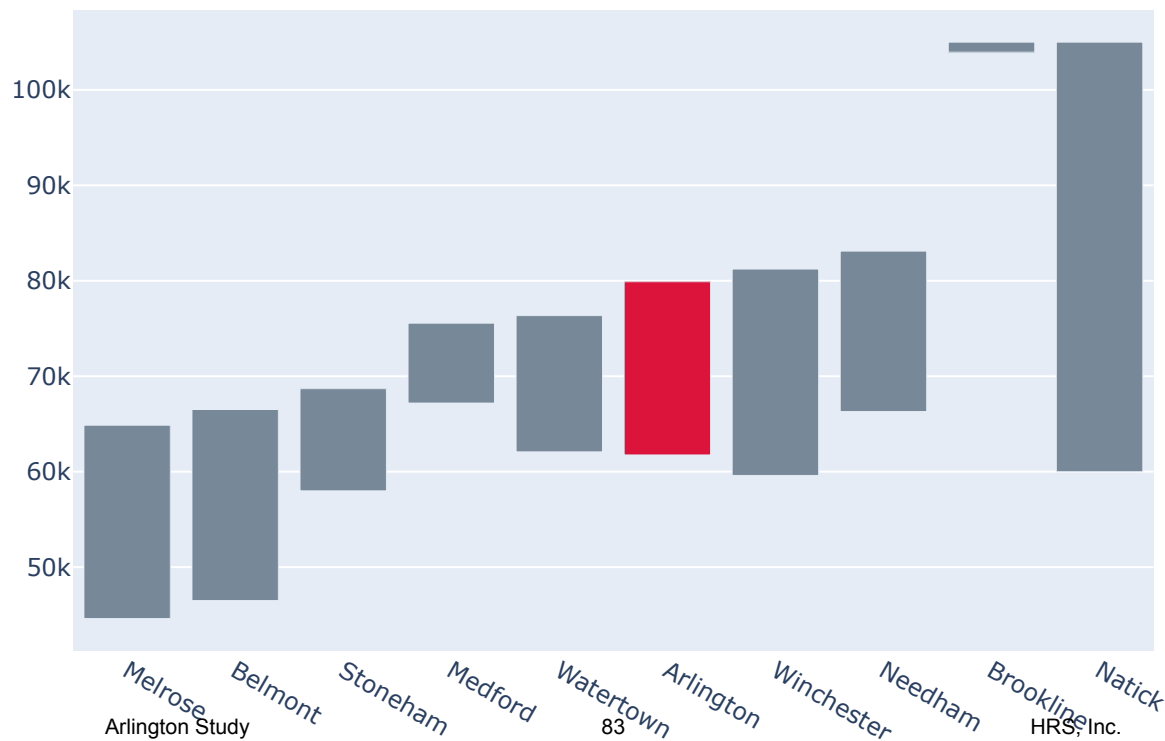
Arlington Study

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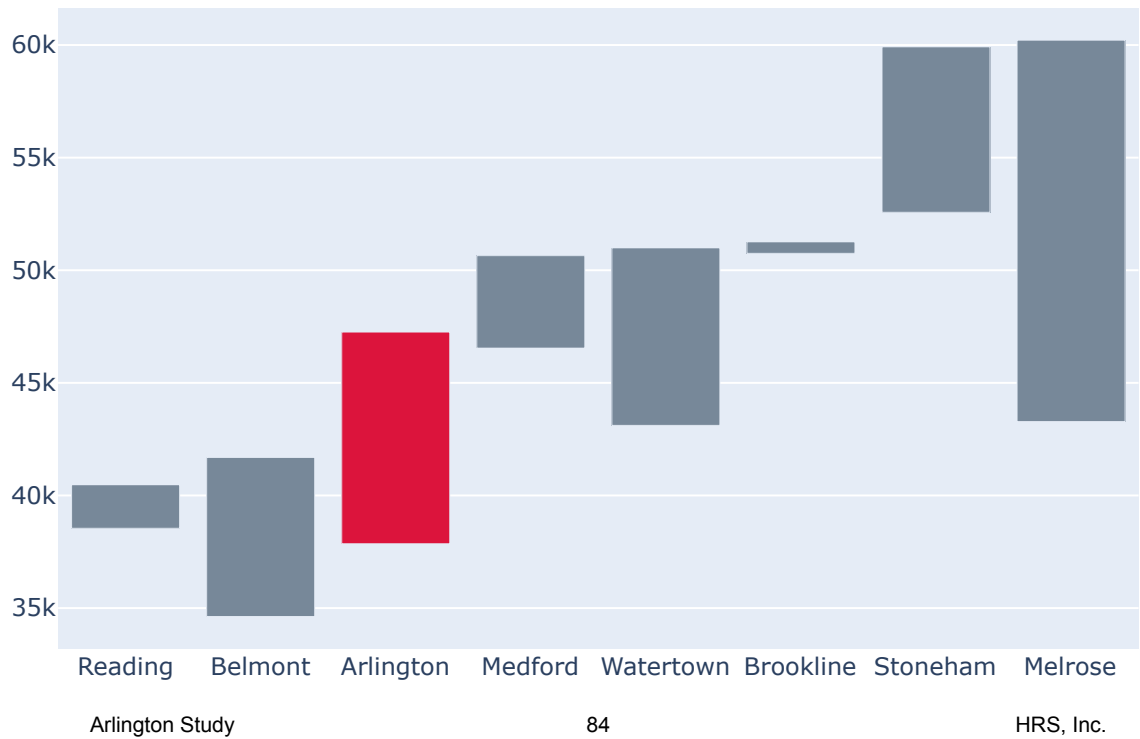
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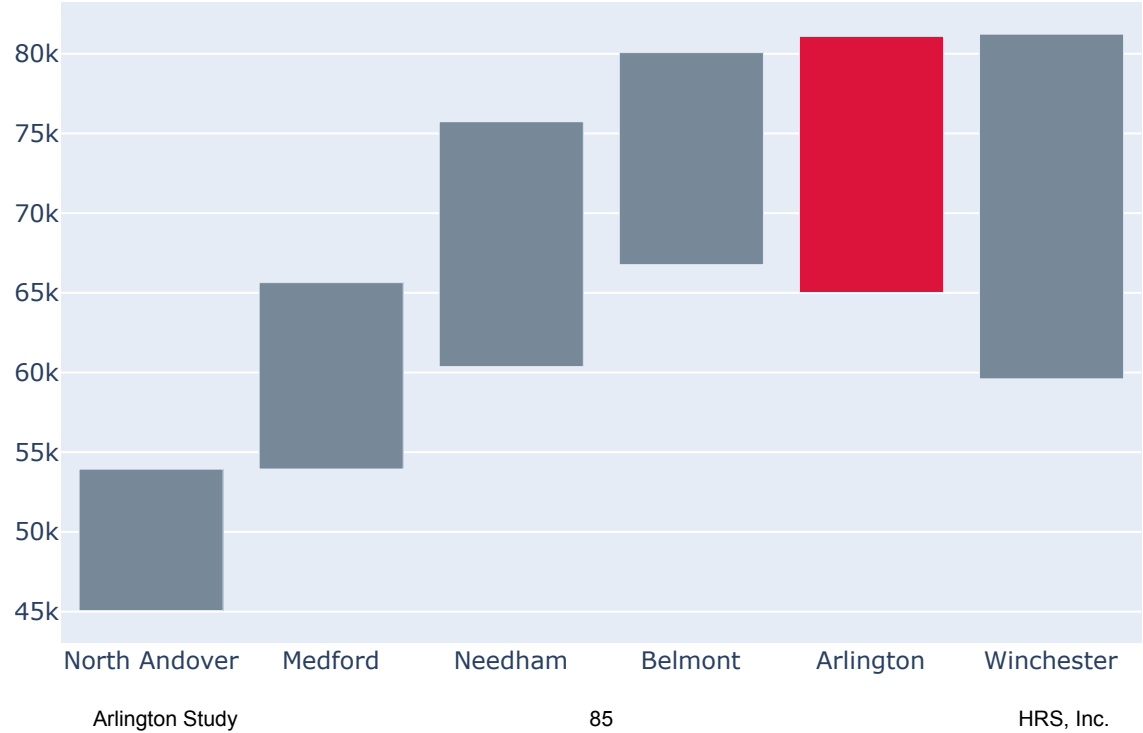
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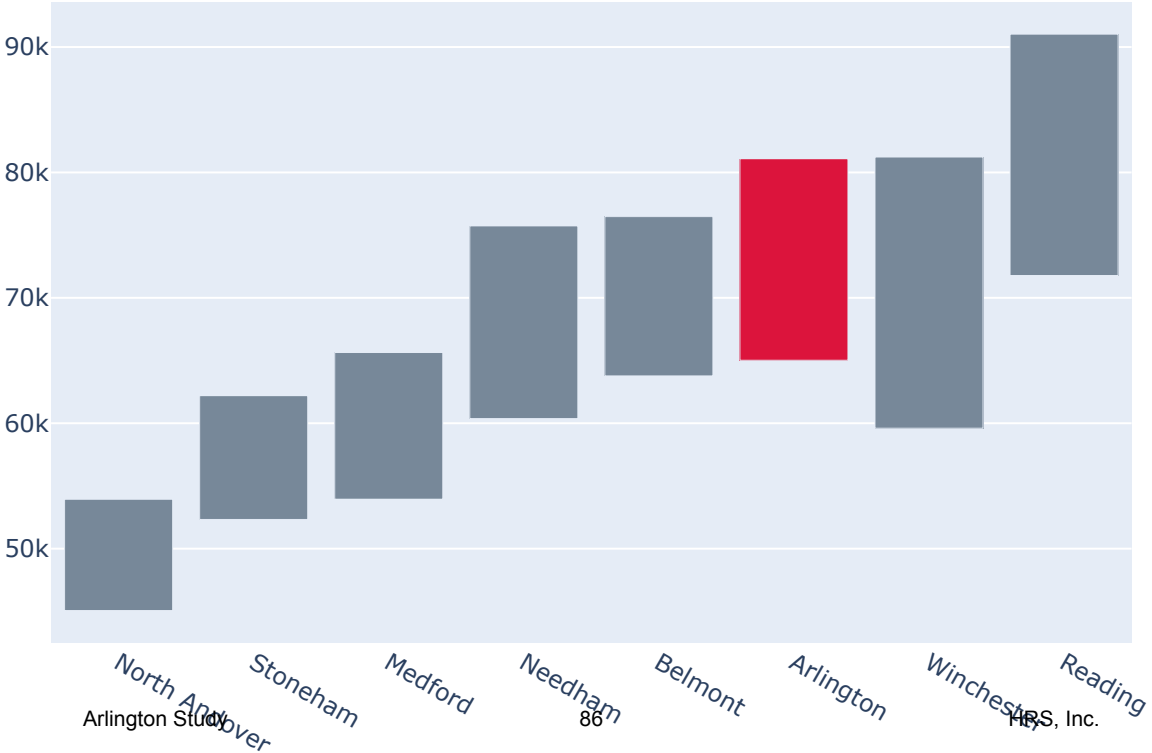
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Head of Children's Services

Reference 4



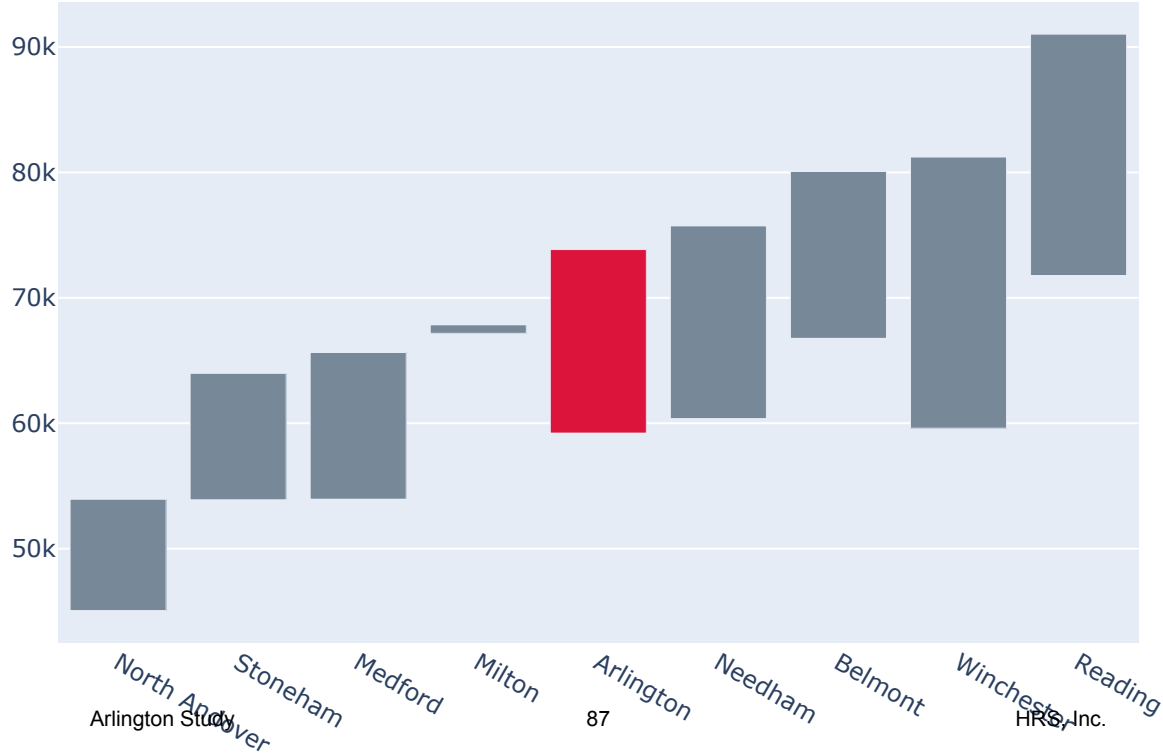
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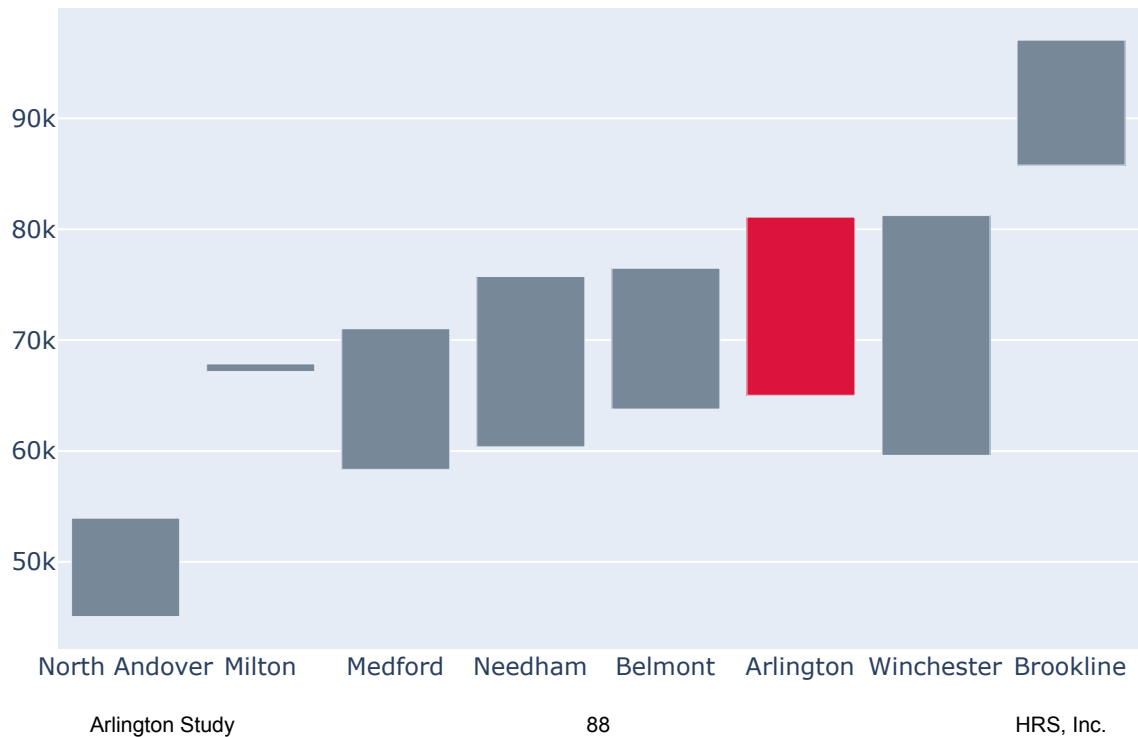
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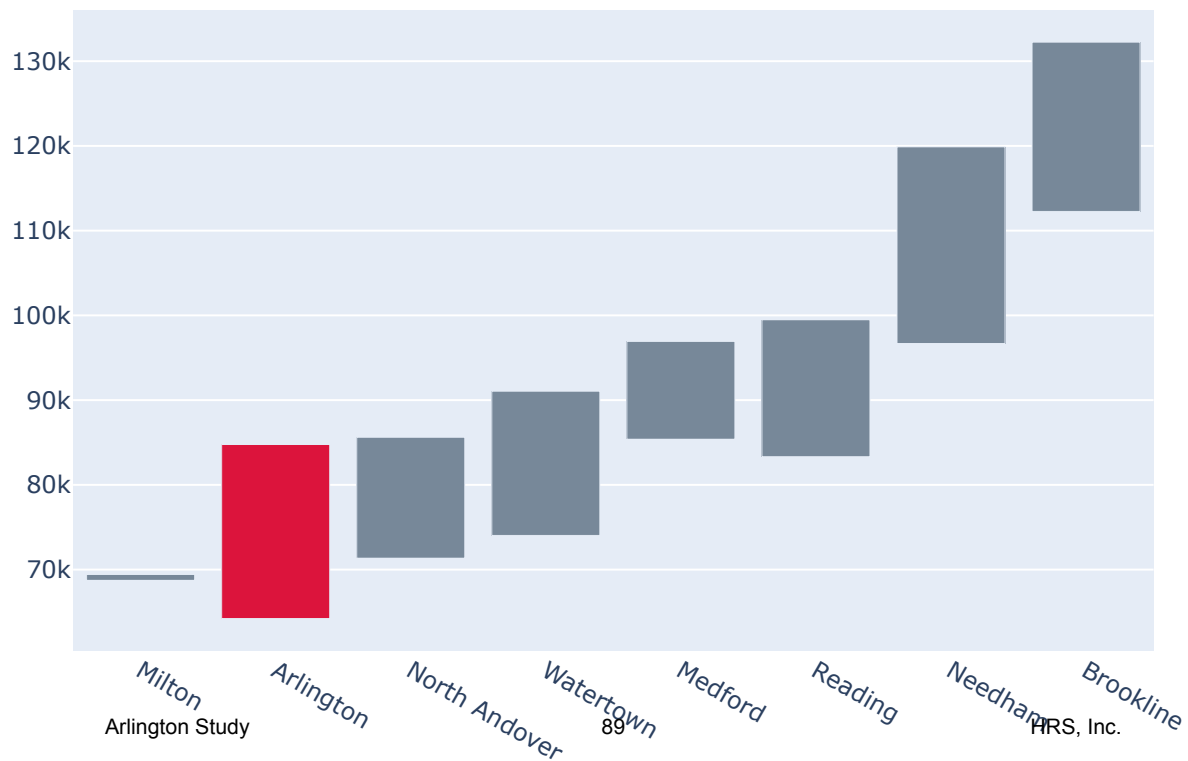
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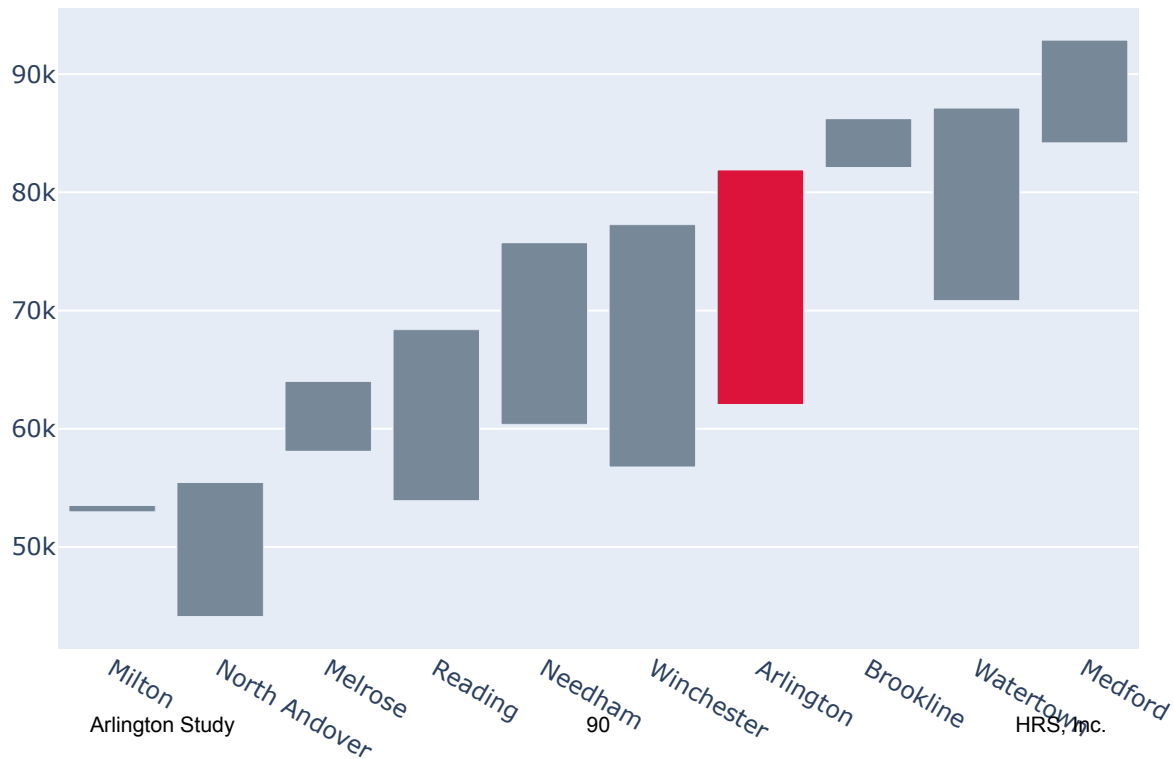
Highway Supervisor (or Superintendent)

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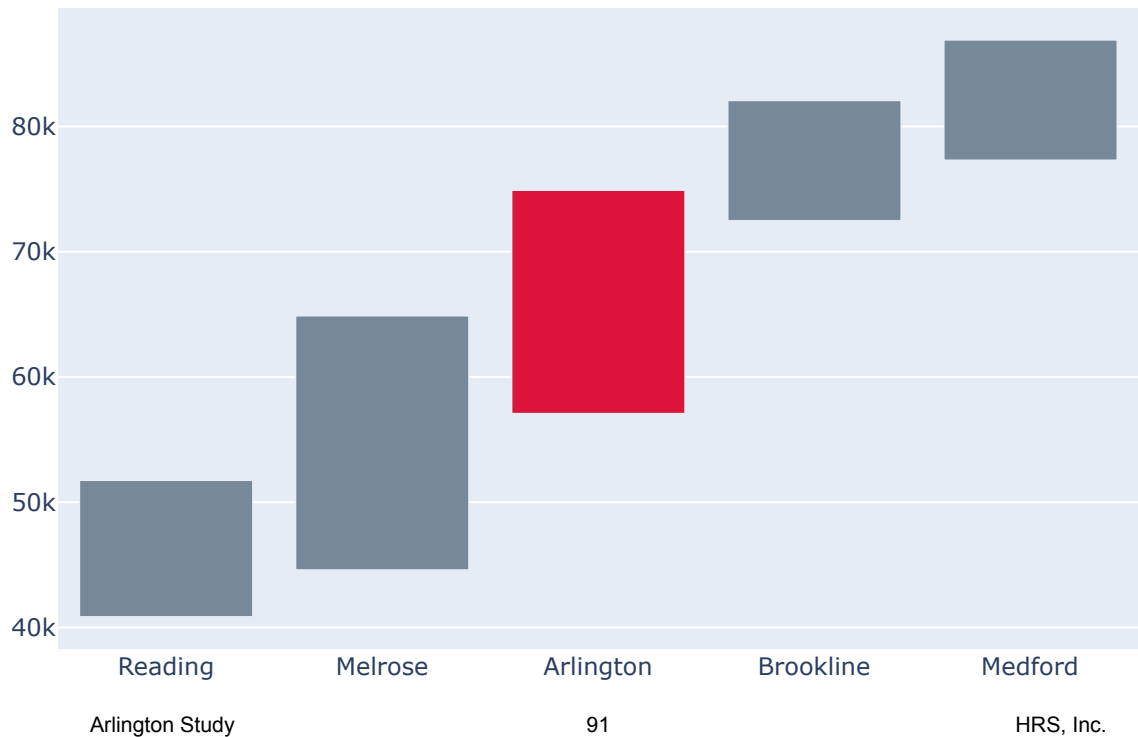
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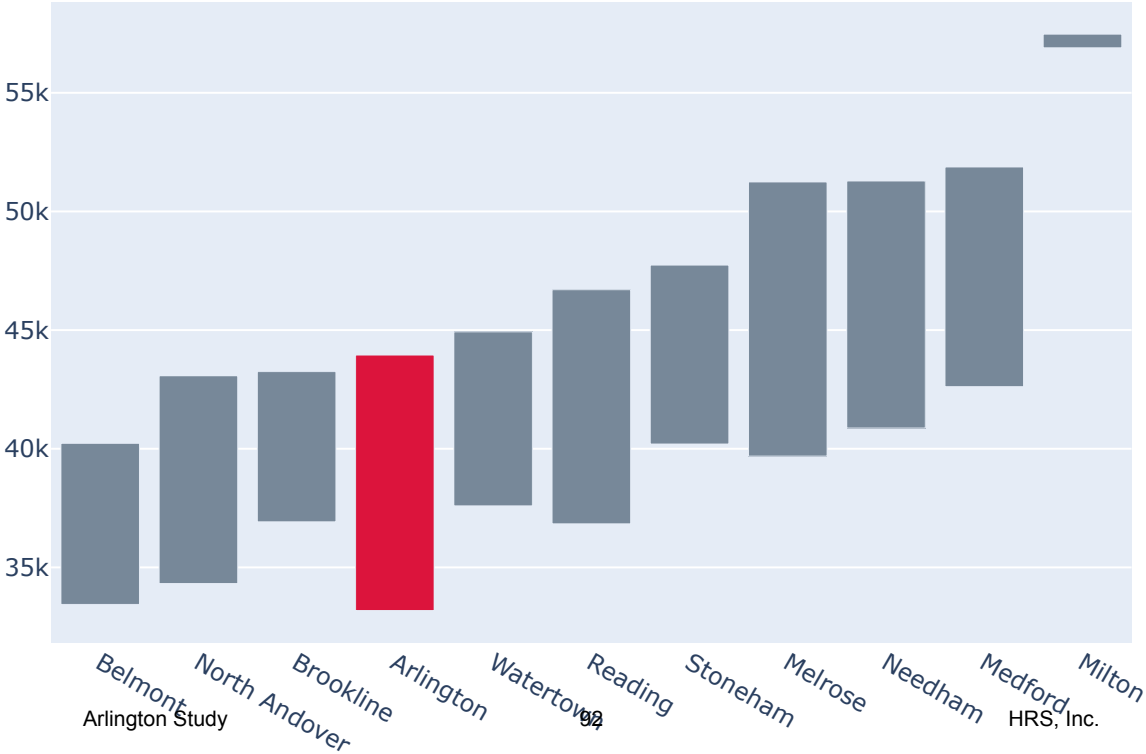
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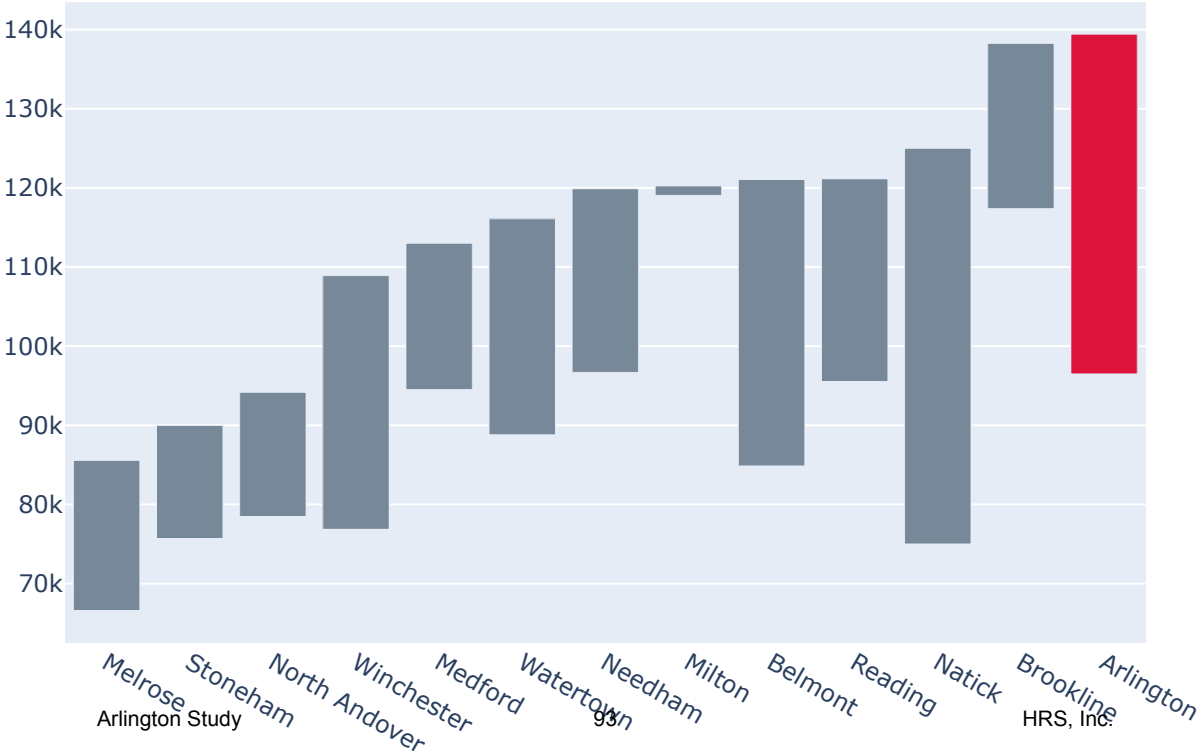
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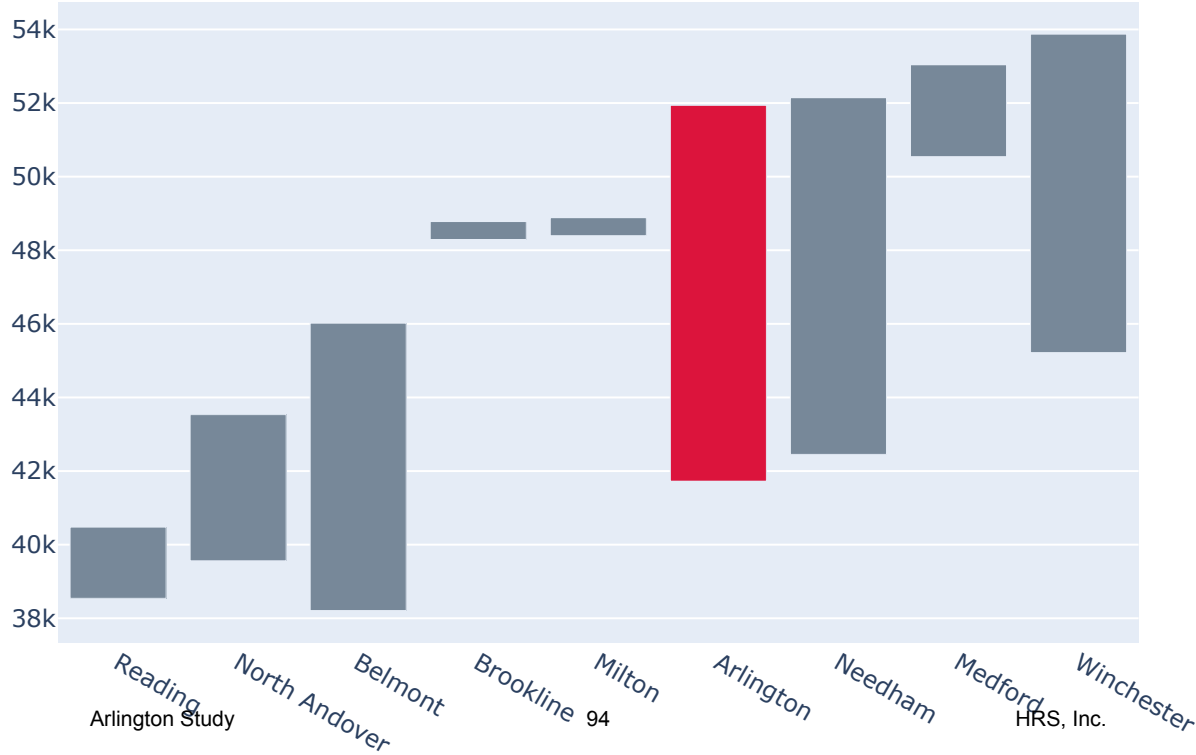
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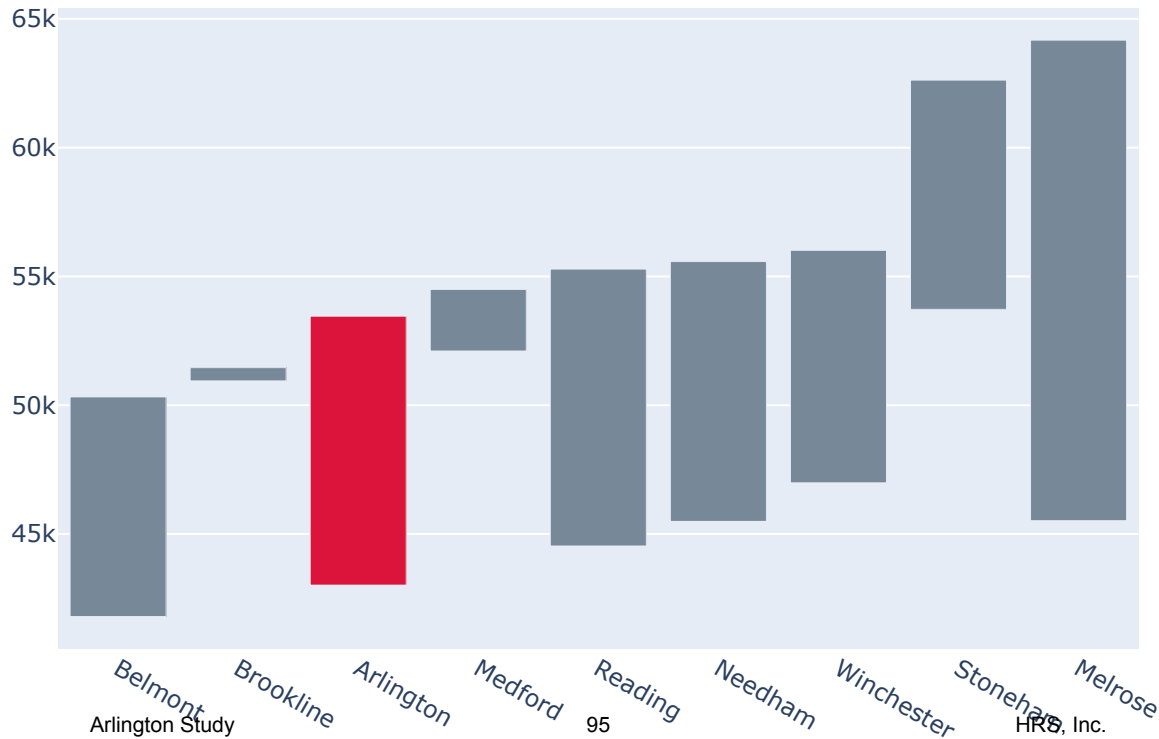
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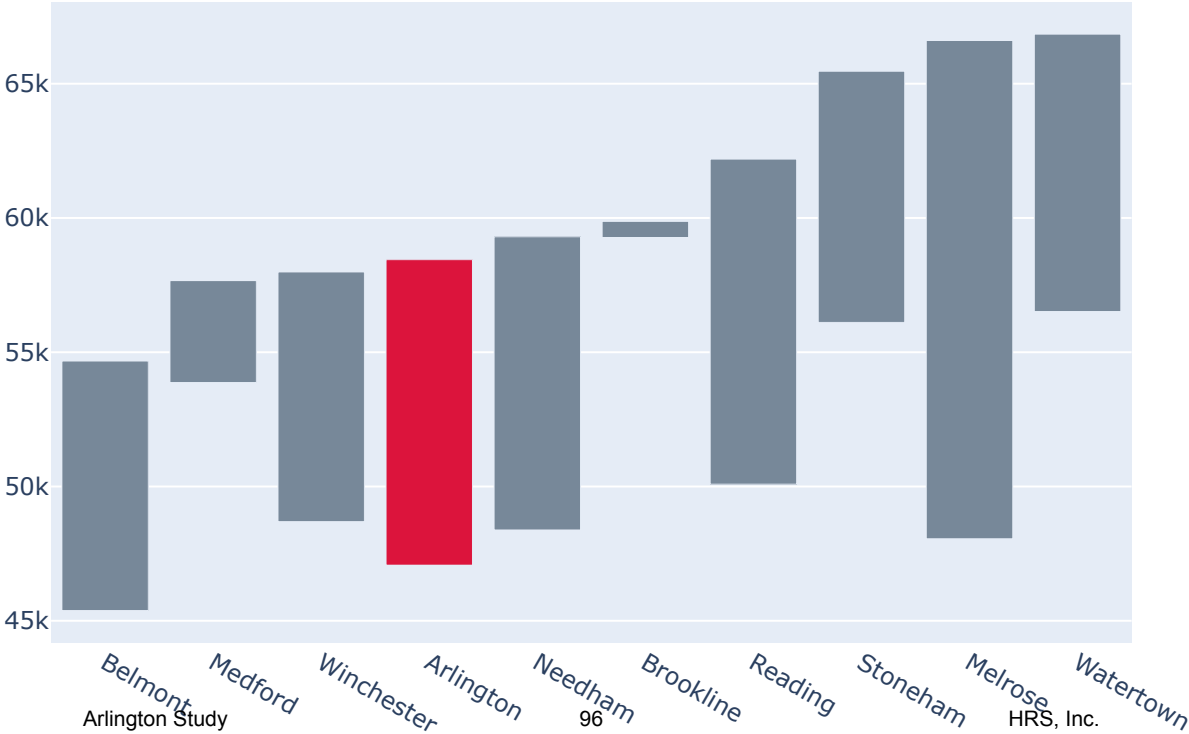
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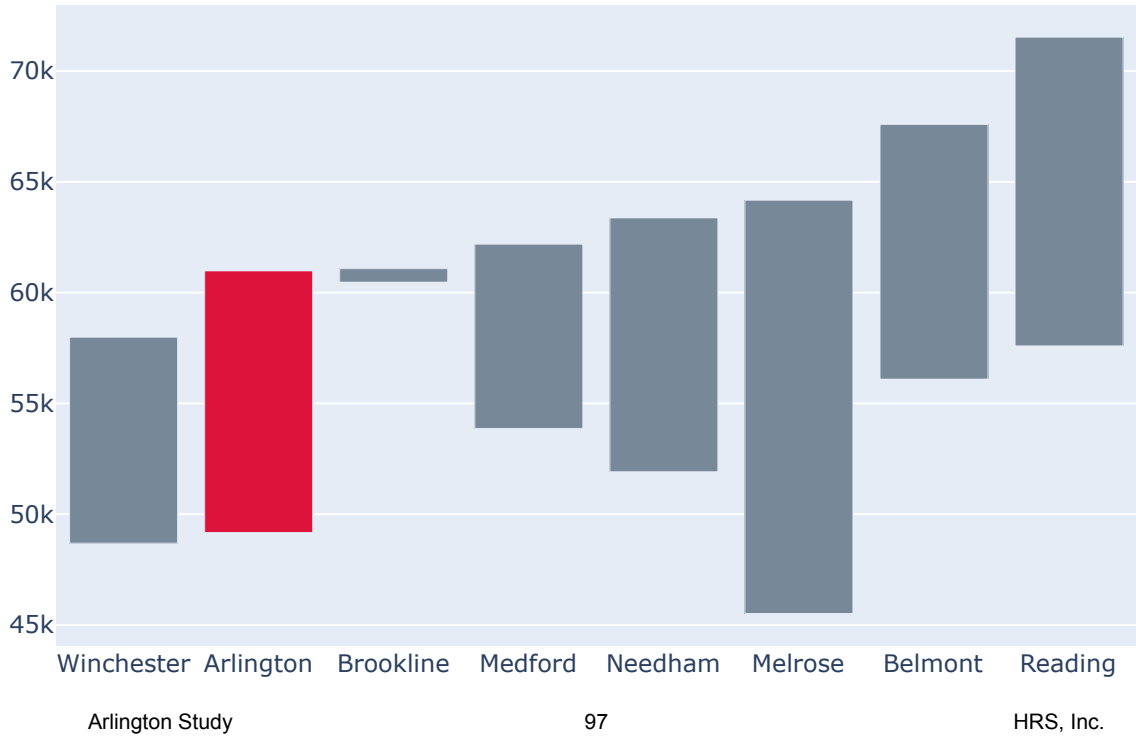
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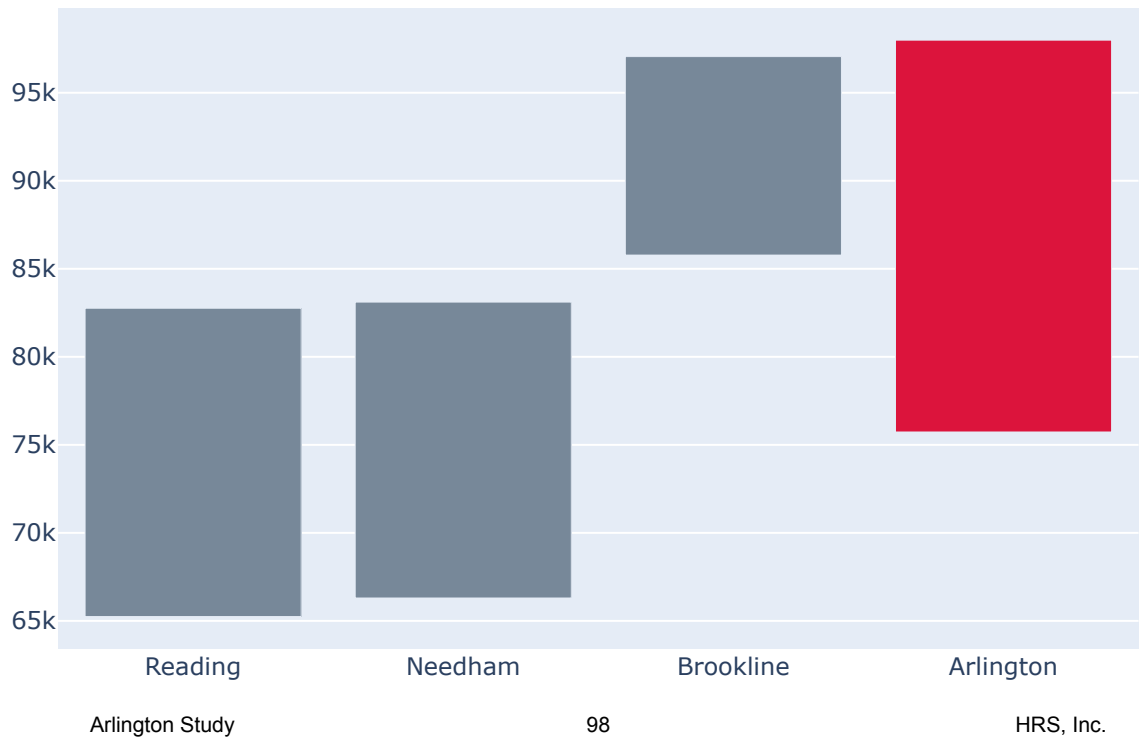
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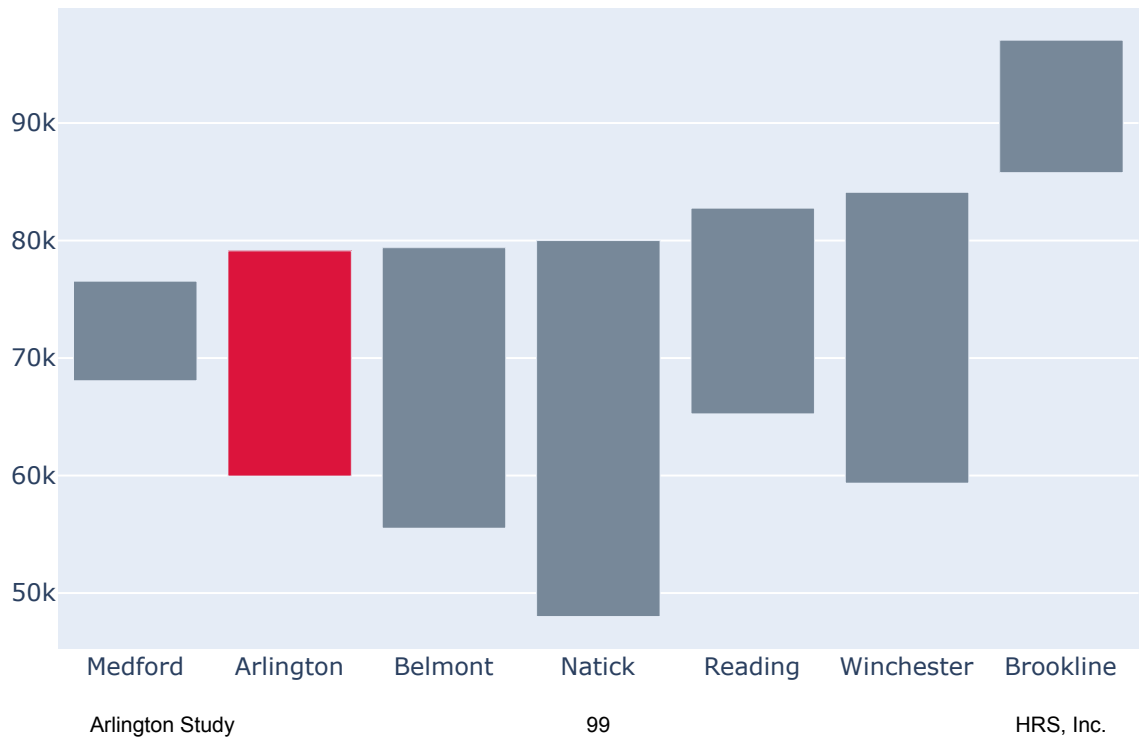
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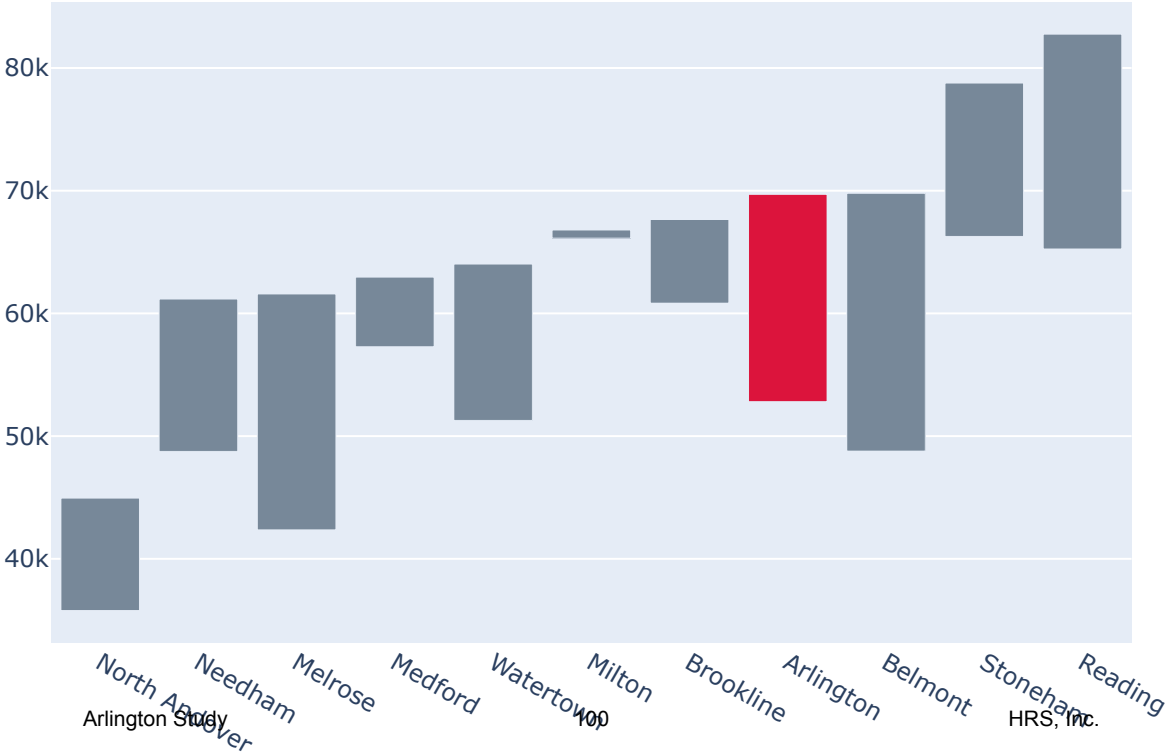
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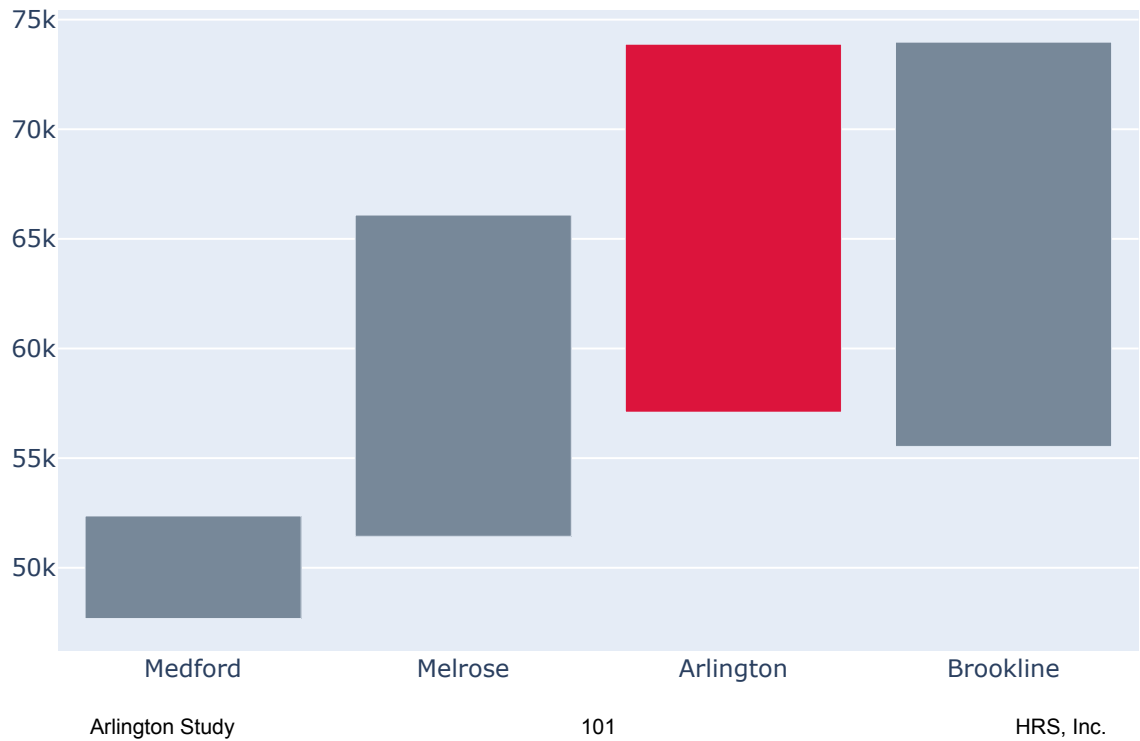
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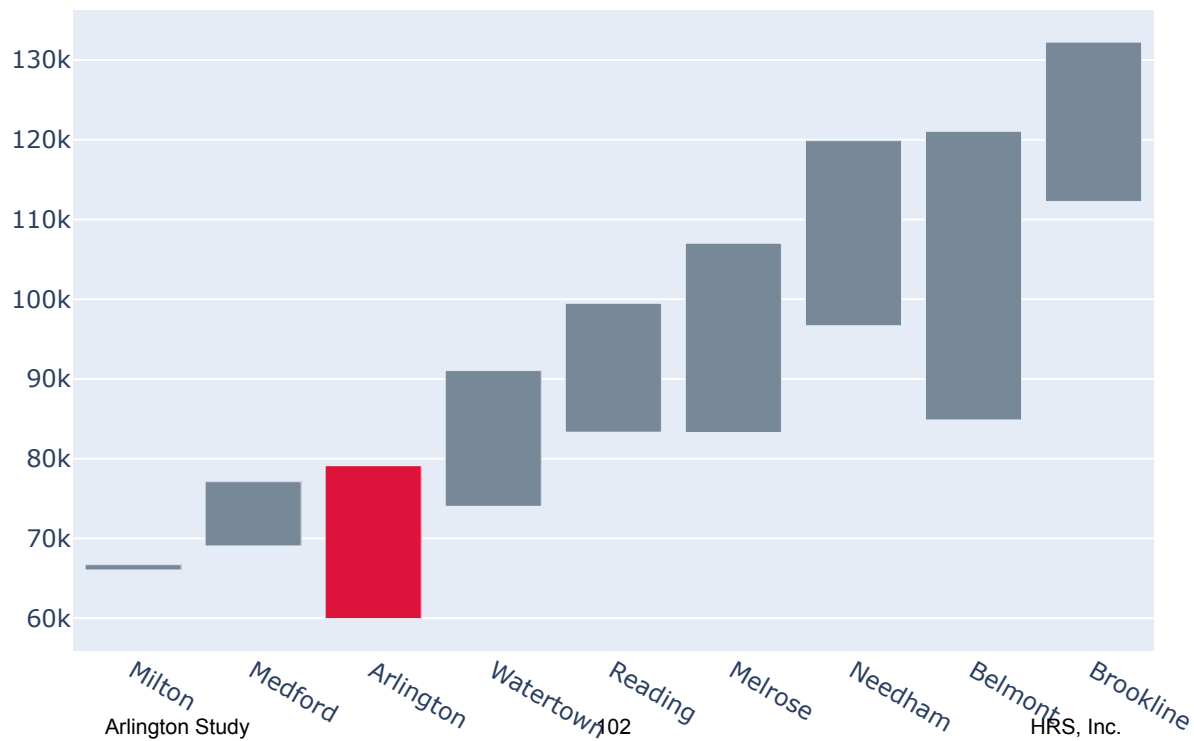
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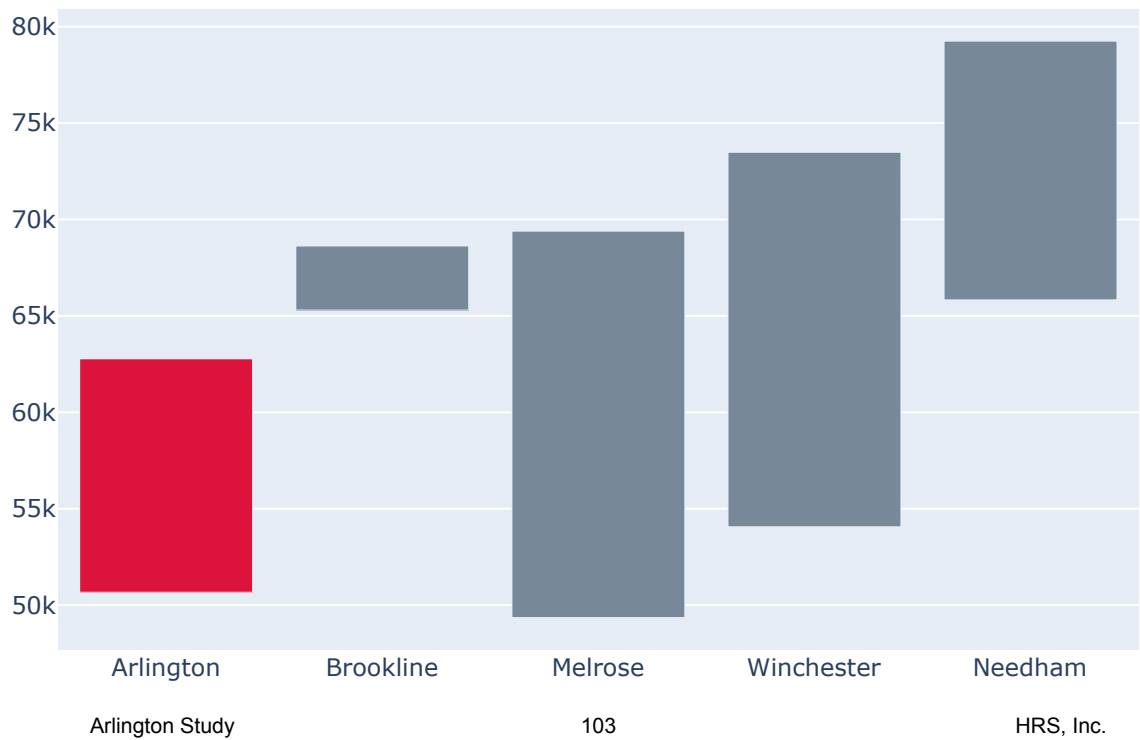
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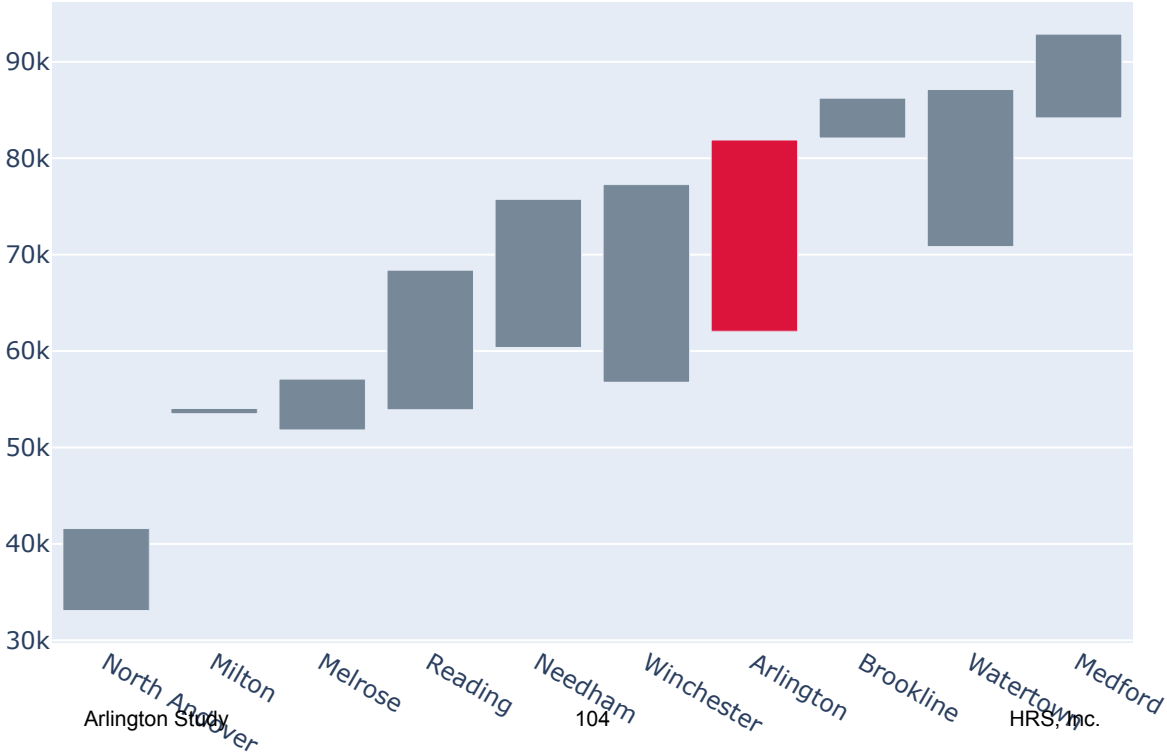
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Plumbing & Gas Inspector

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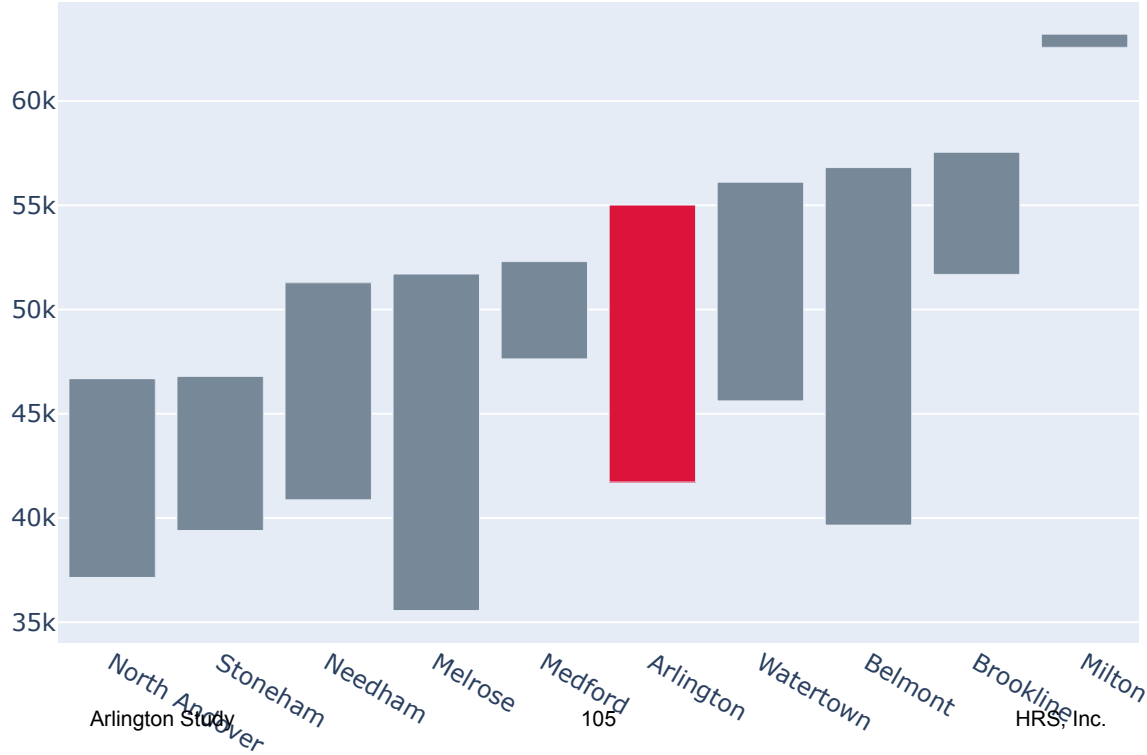
Arlington Study

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HRS, Inc.

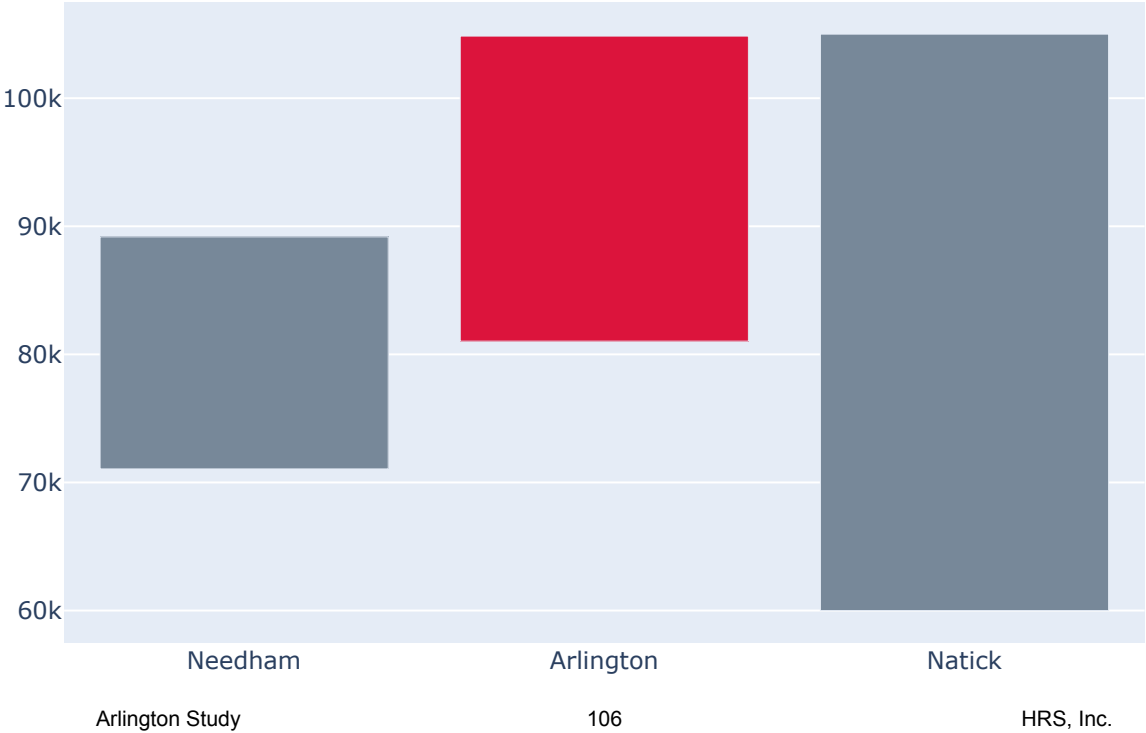
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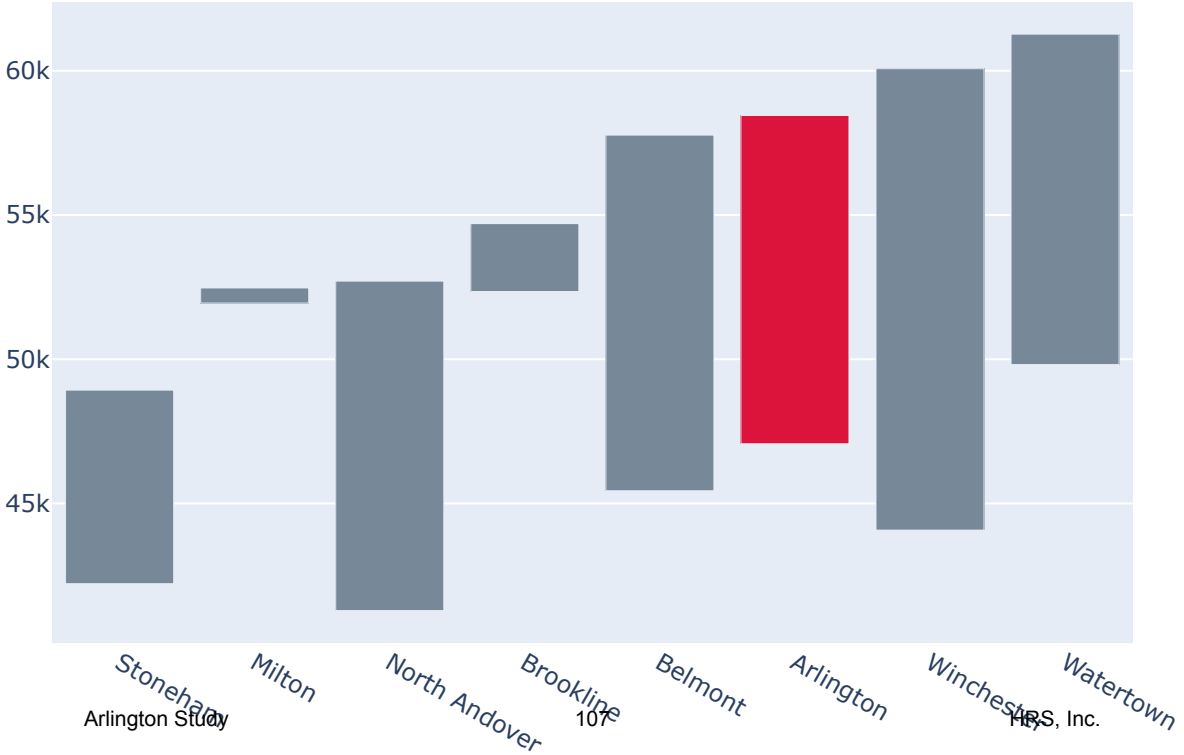
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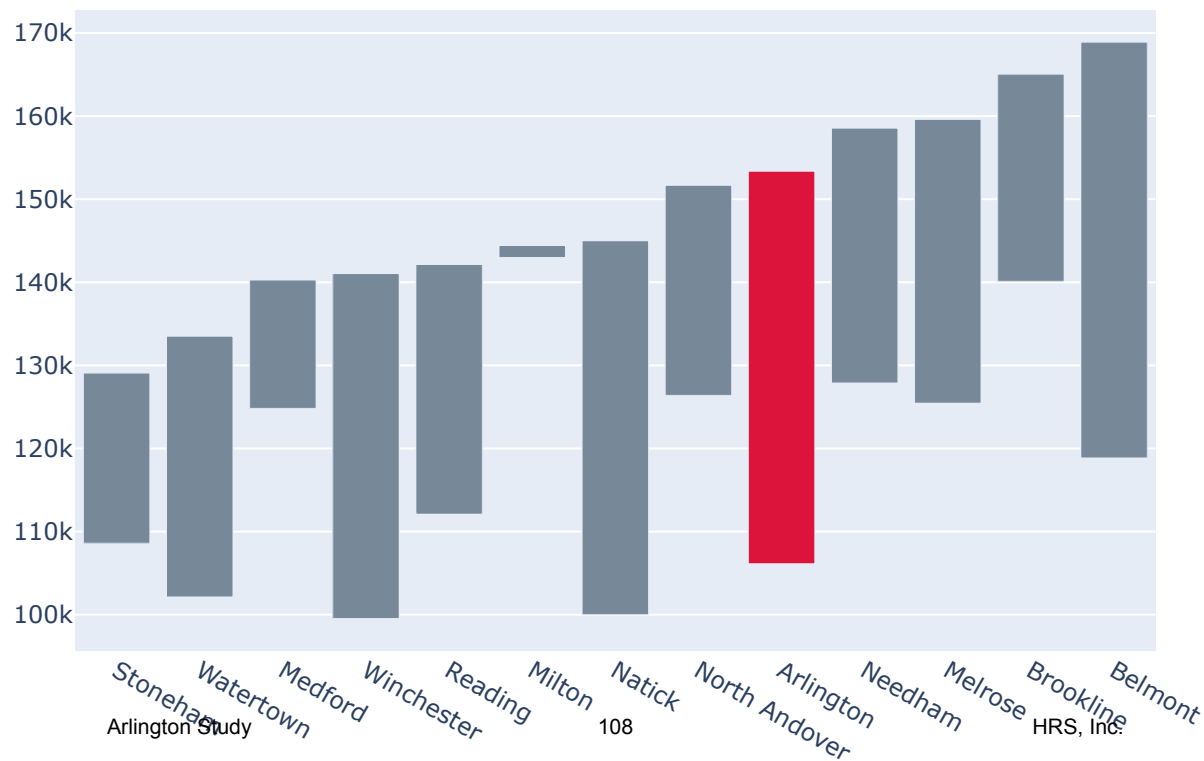
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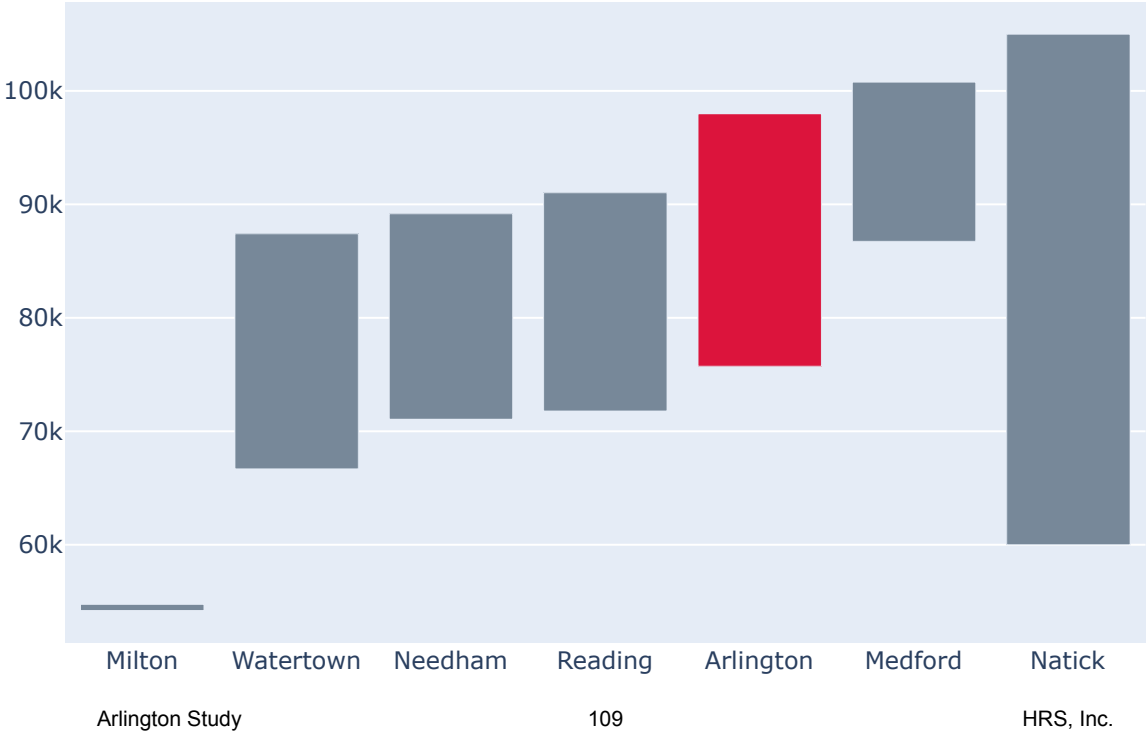
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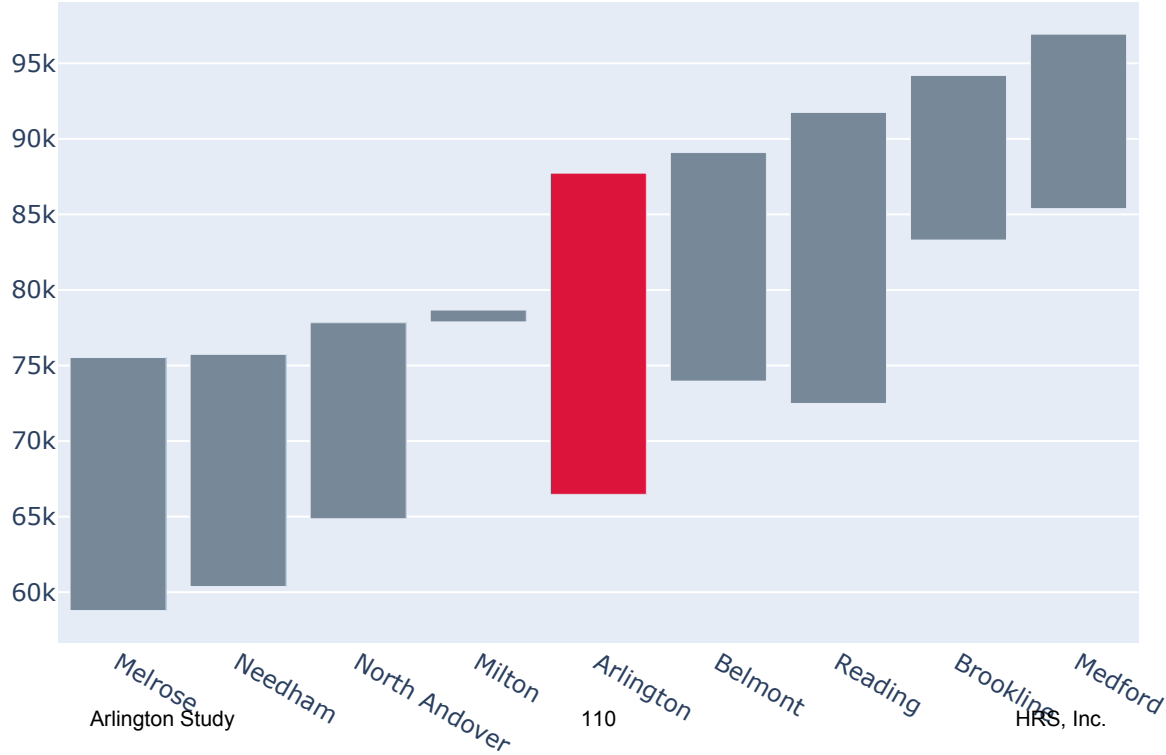
Purchasing Agent

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Senior Civil Engineer

Reference 4



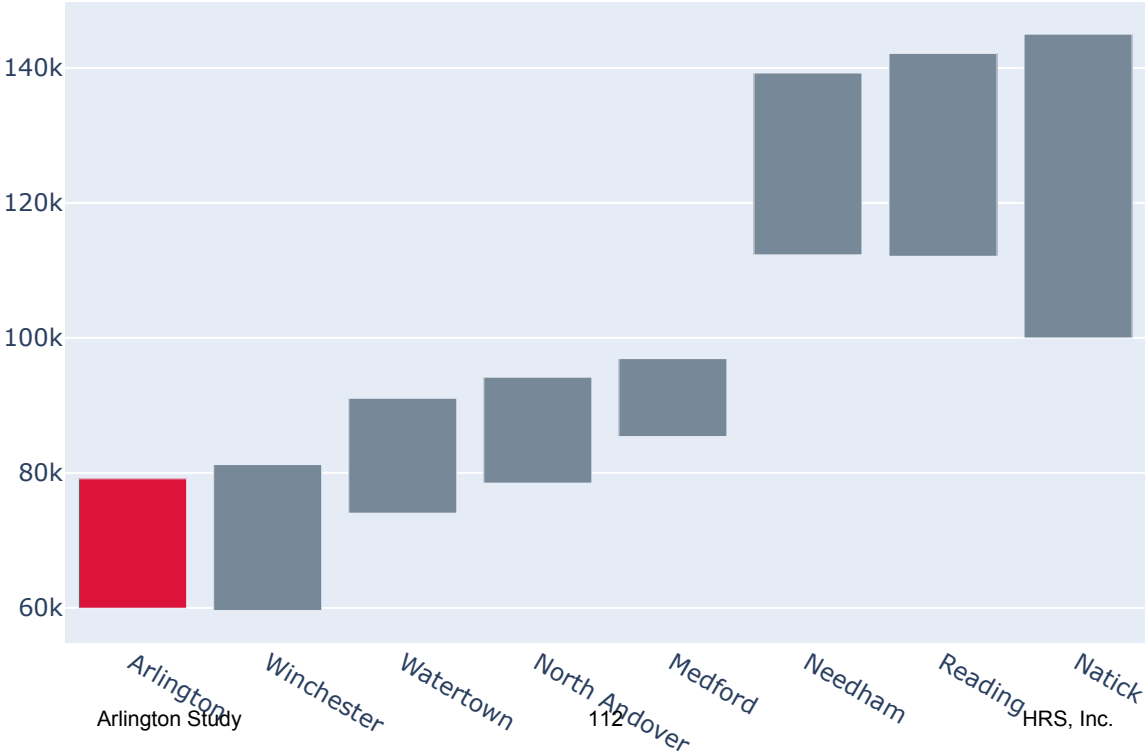
Senior Clerk

Reference 4



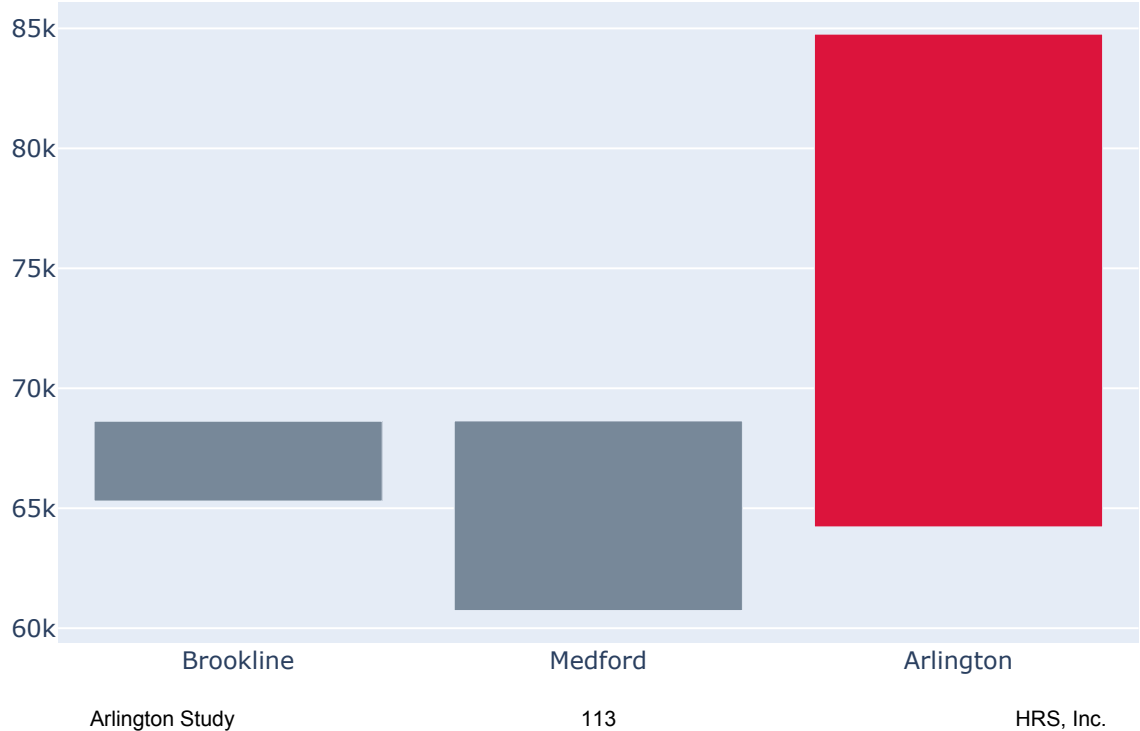
Supervisor of Building Maintenance

Reference 4



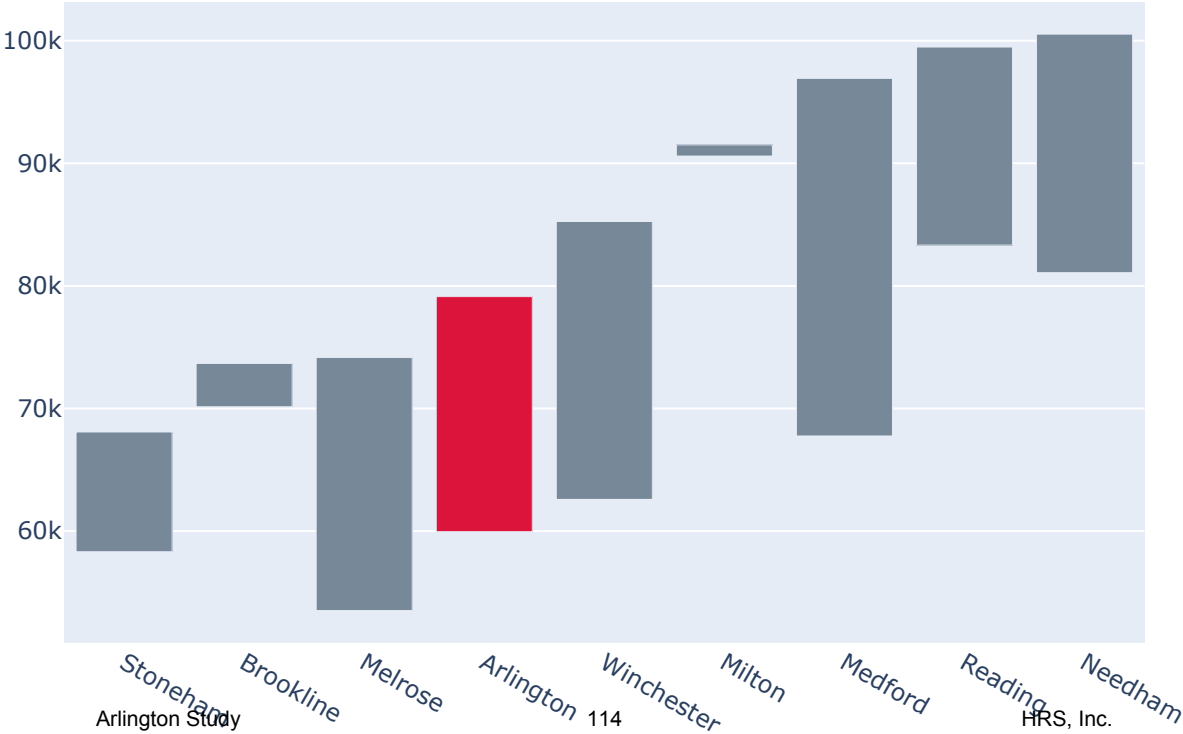
Supervisor of Custodians

Reference 4



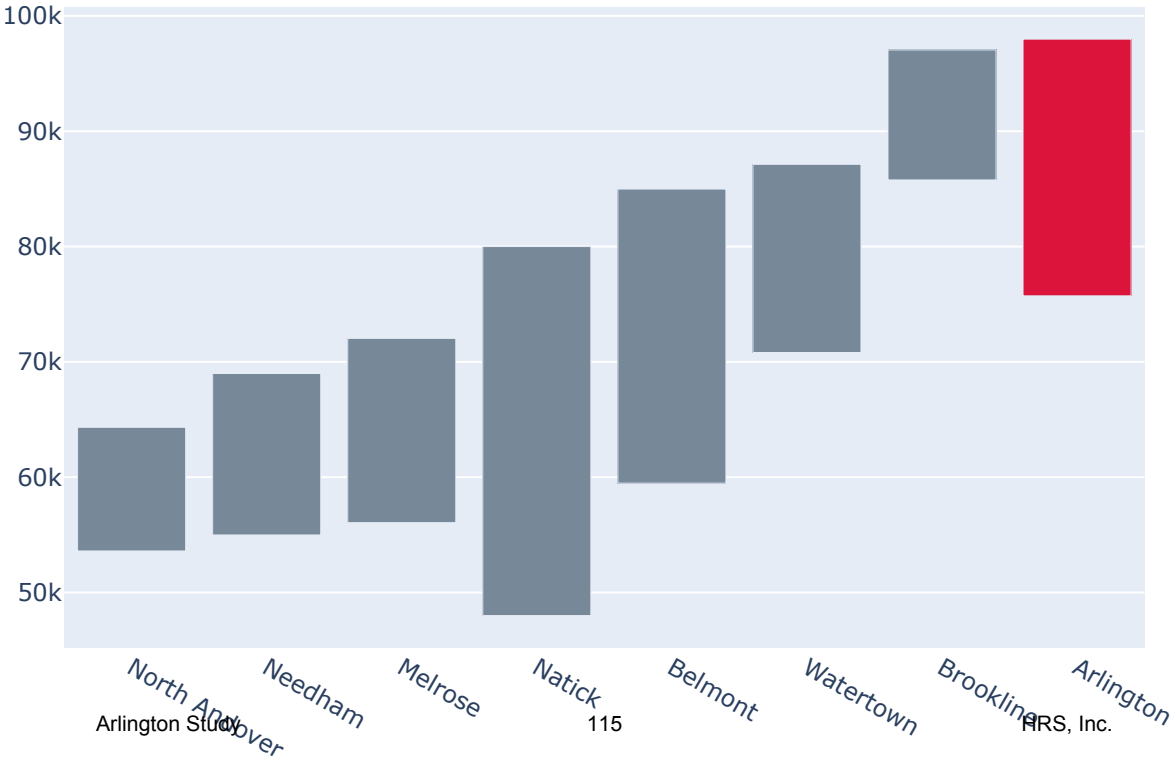
Supervisor of Motor Equipment Repair

Reference 4



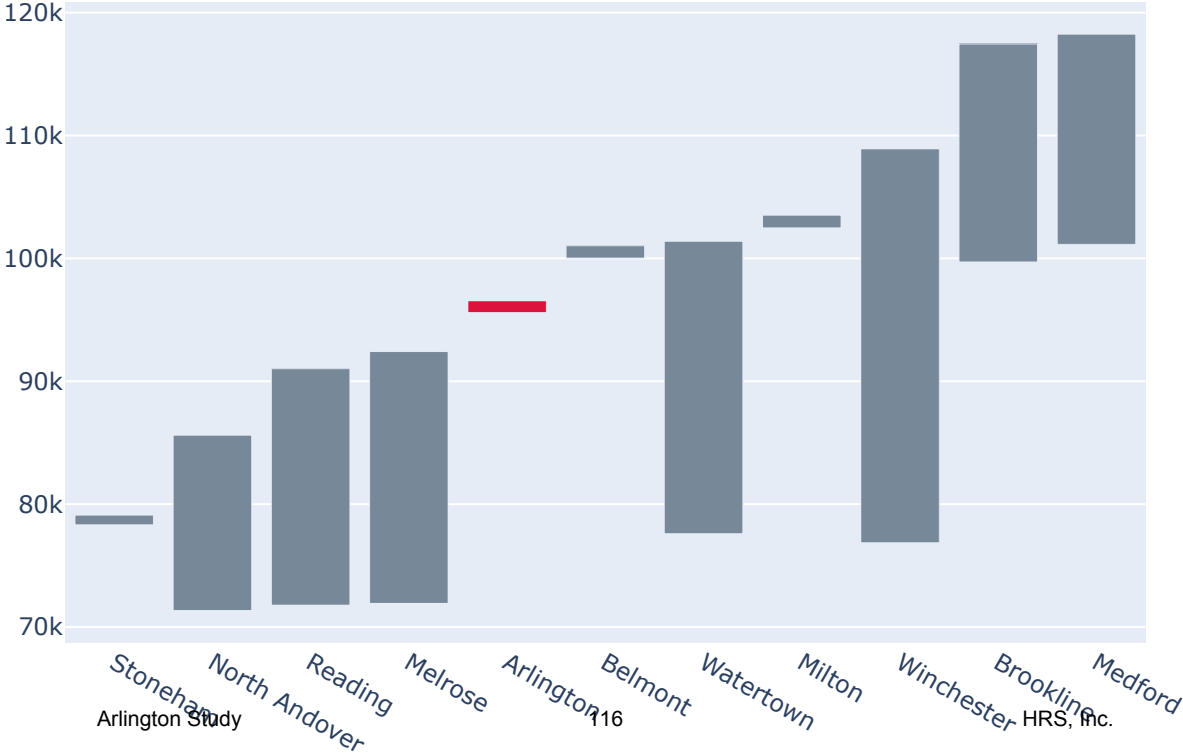
Systems Analyst

Reference 4



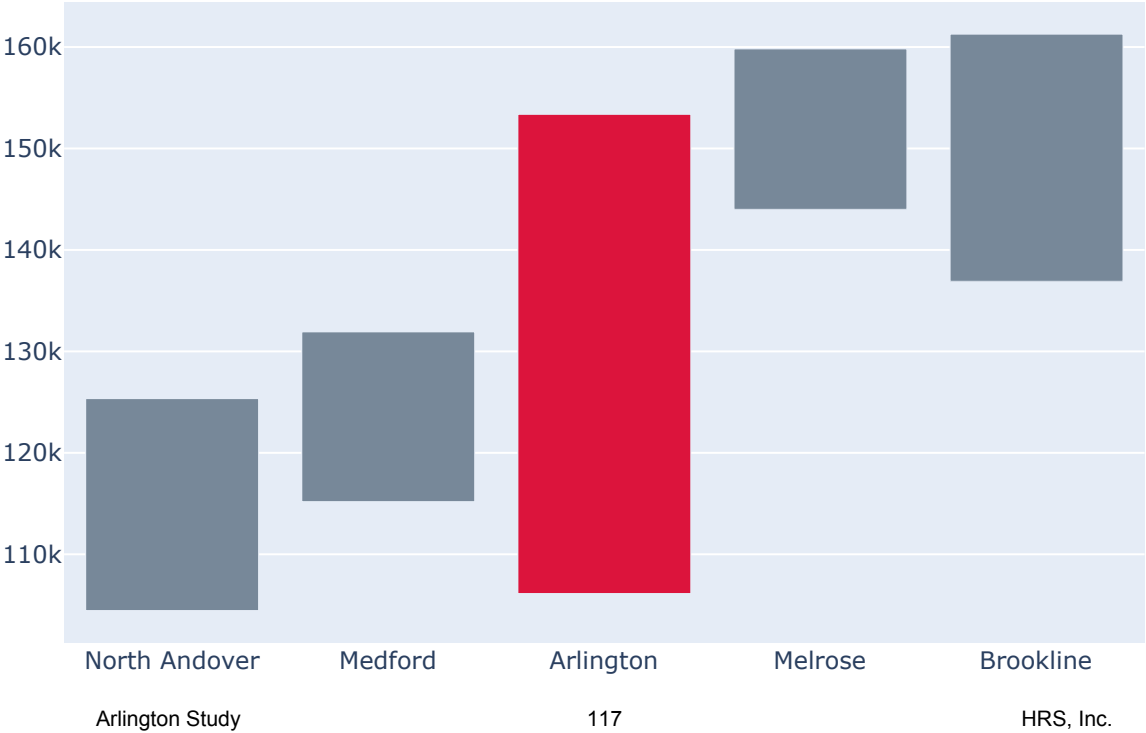
Town Clerk

Reference 4



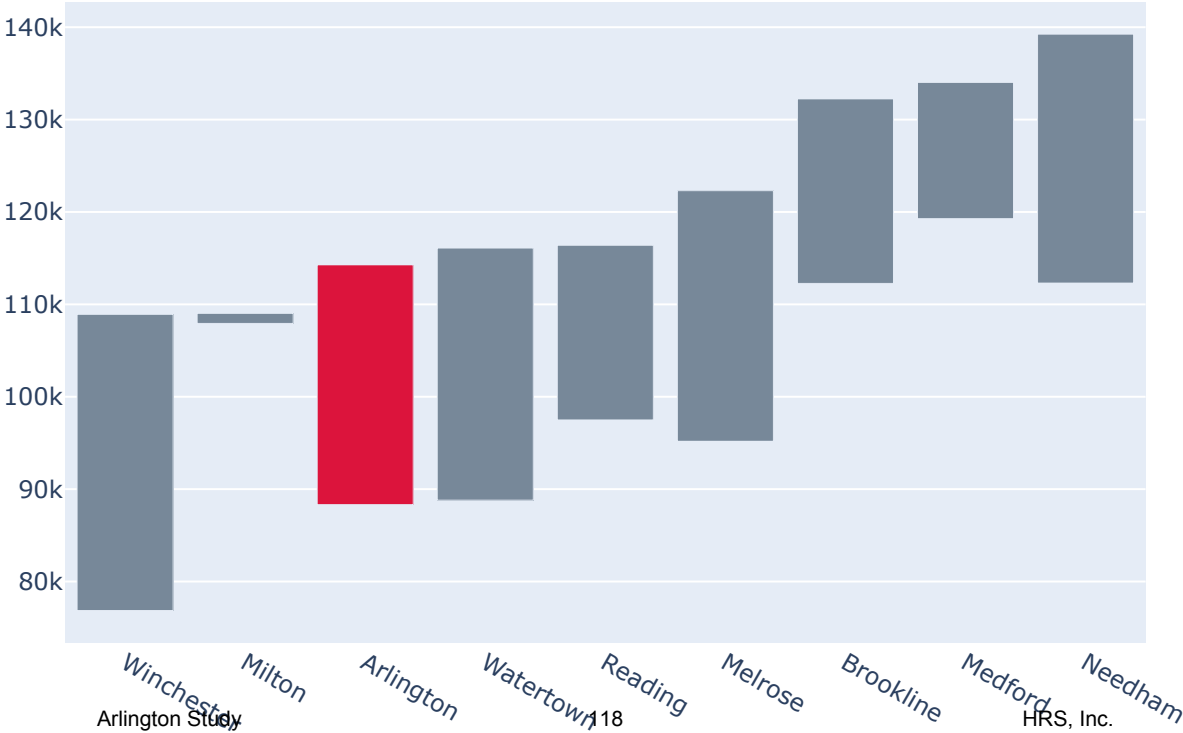
Town Counsel

Reference 4



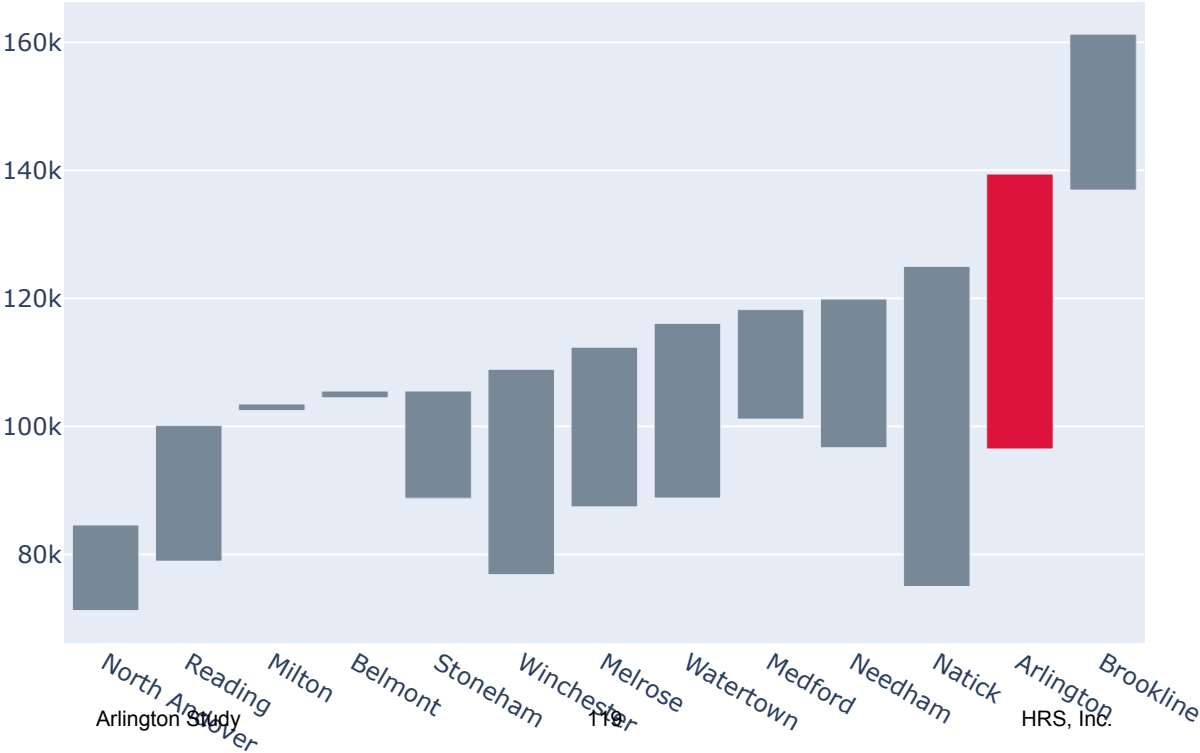
Town Engineer

Reference 4



Treasurer or Collector

Reference 4



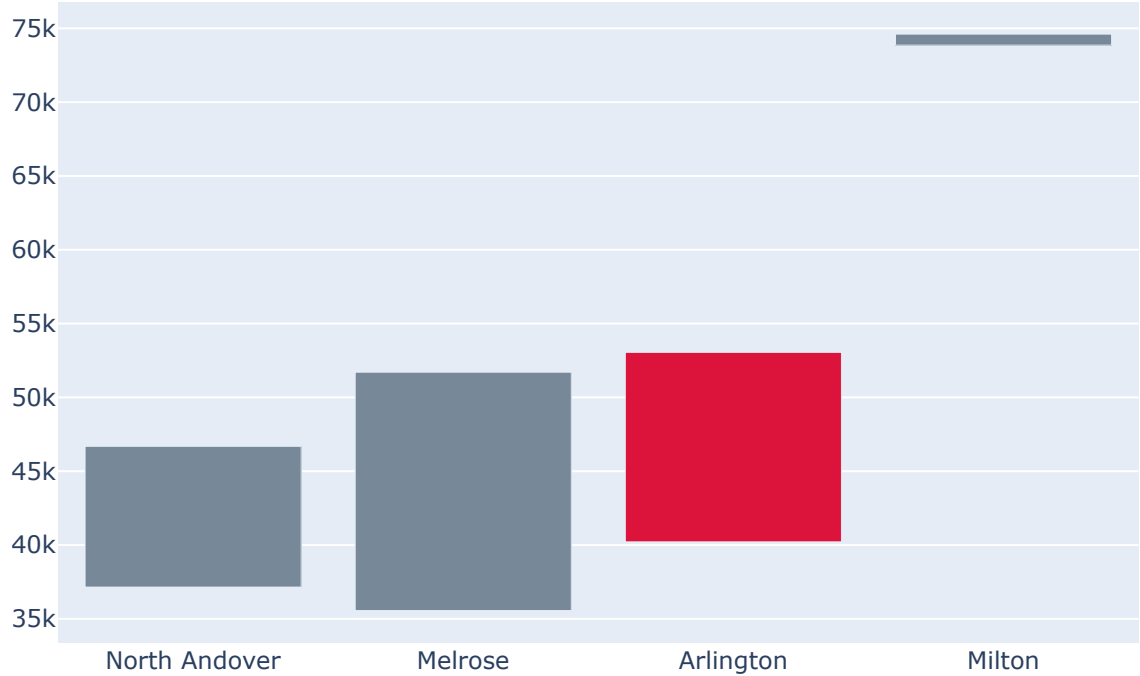
Tree Climber

Reference 4



Water Account Clerk

Reference 4



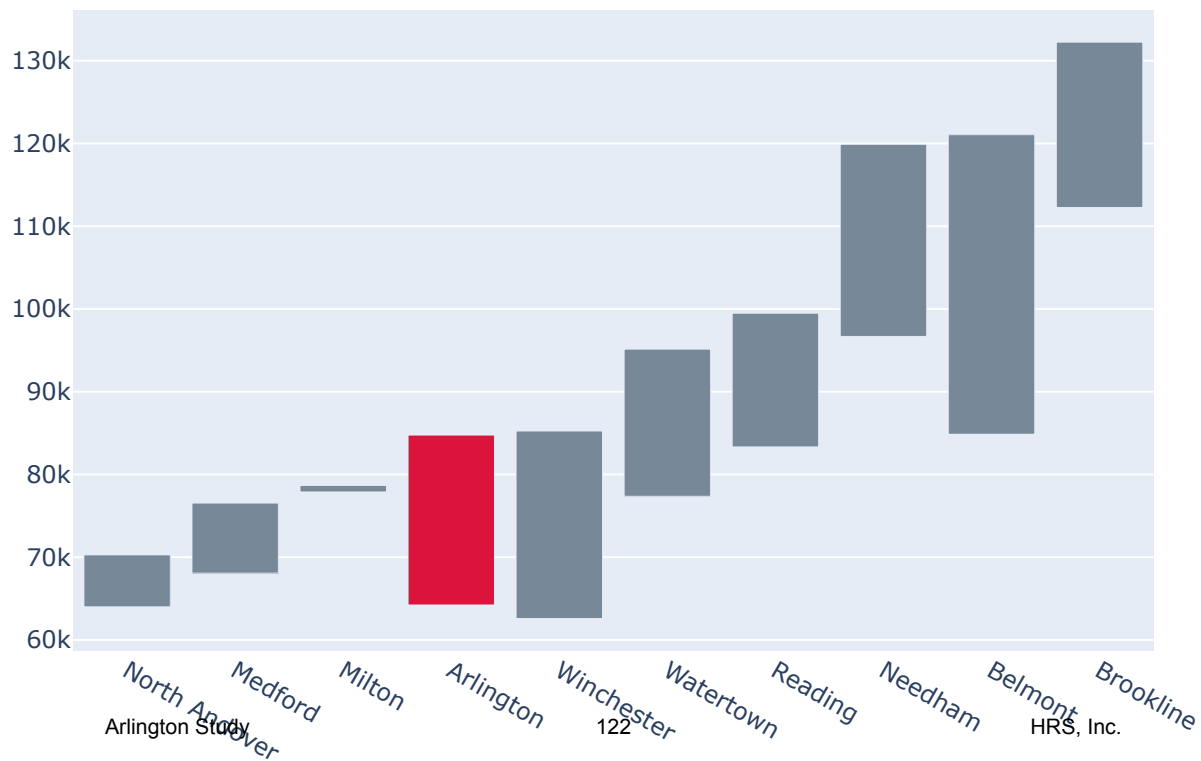
Arlington Study

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HRS, Inc.

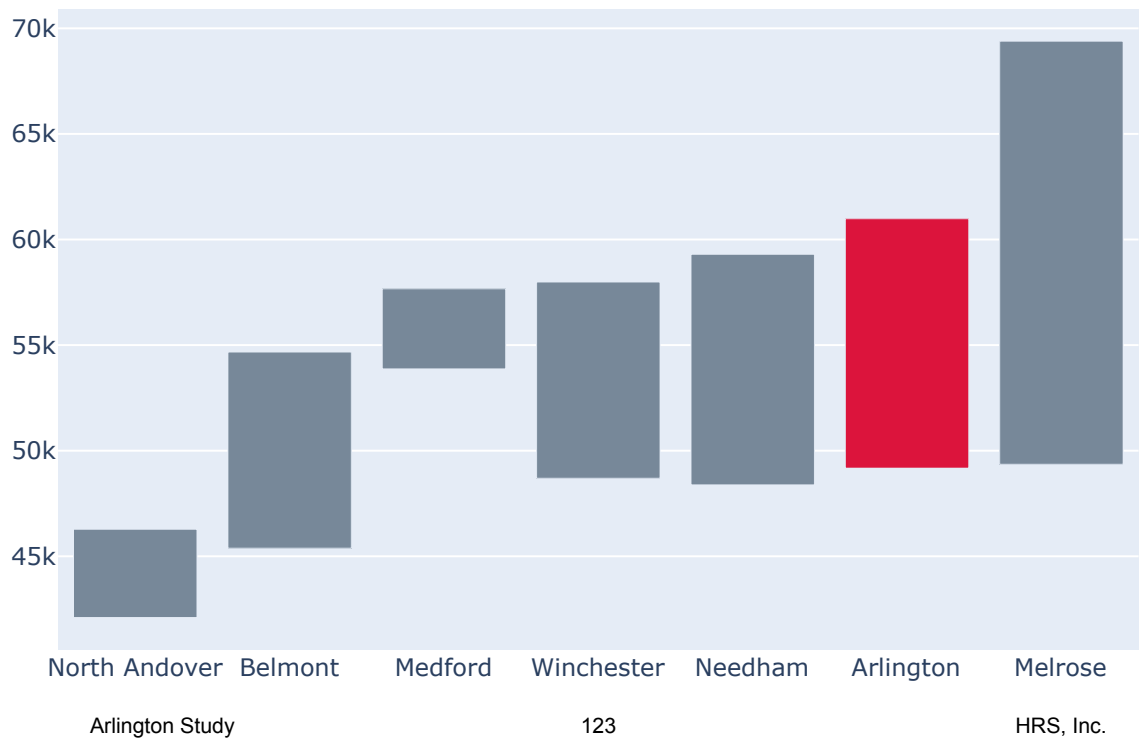
Water Supervisor (or Superintendent)

Reference 4



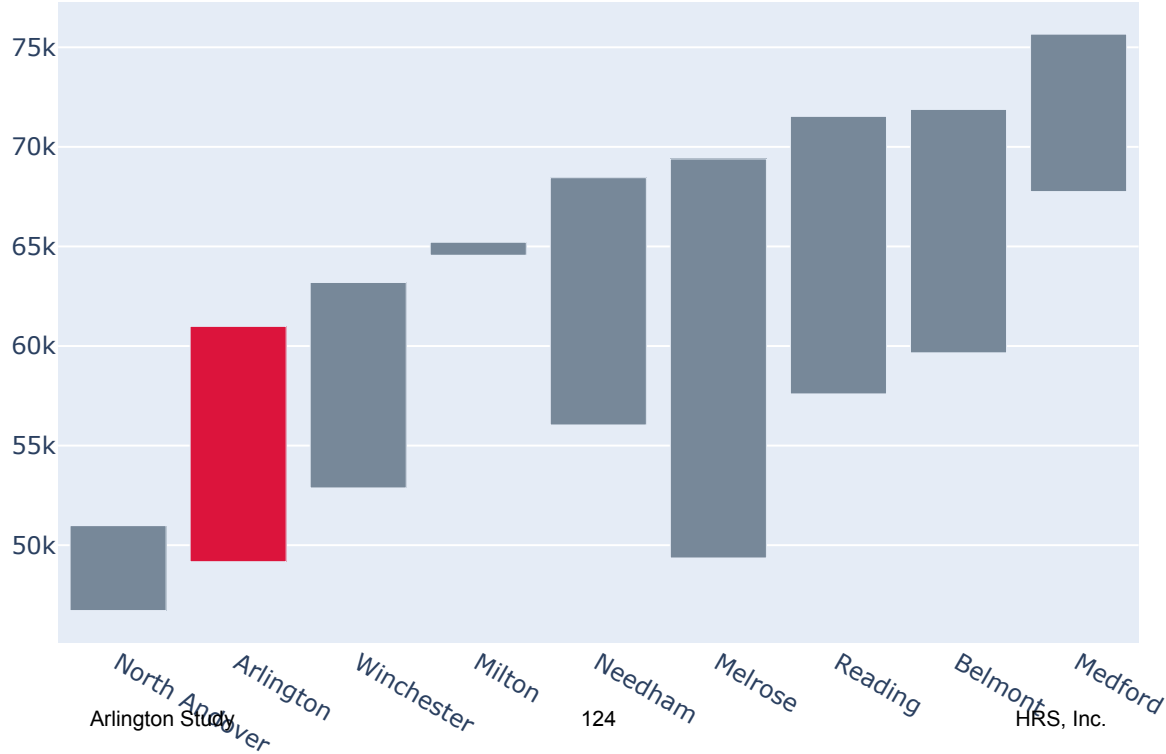
Water Systems Maintenance Craftsman

Reference 4



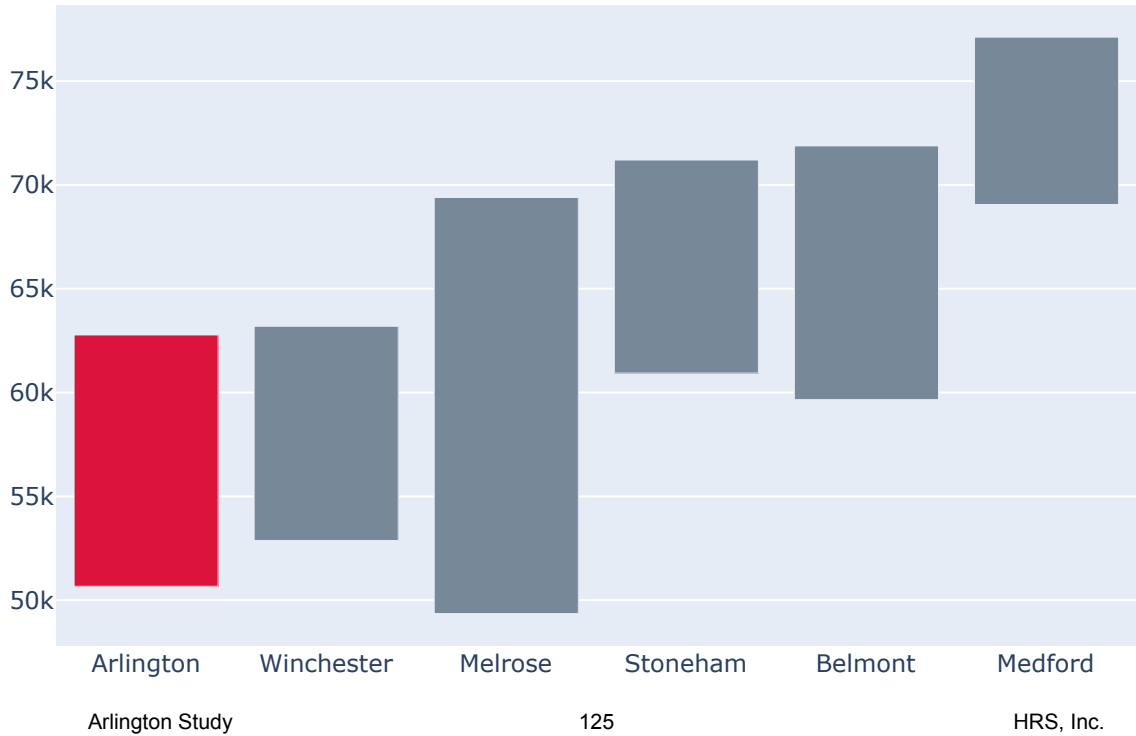
Working Foreman (Bldg Trades)

Reference 4



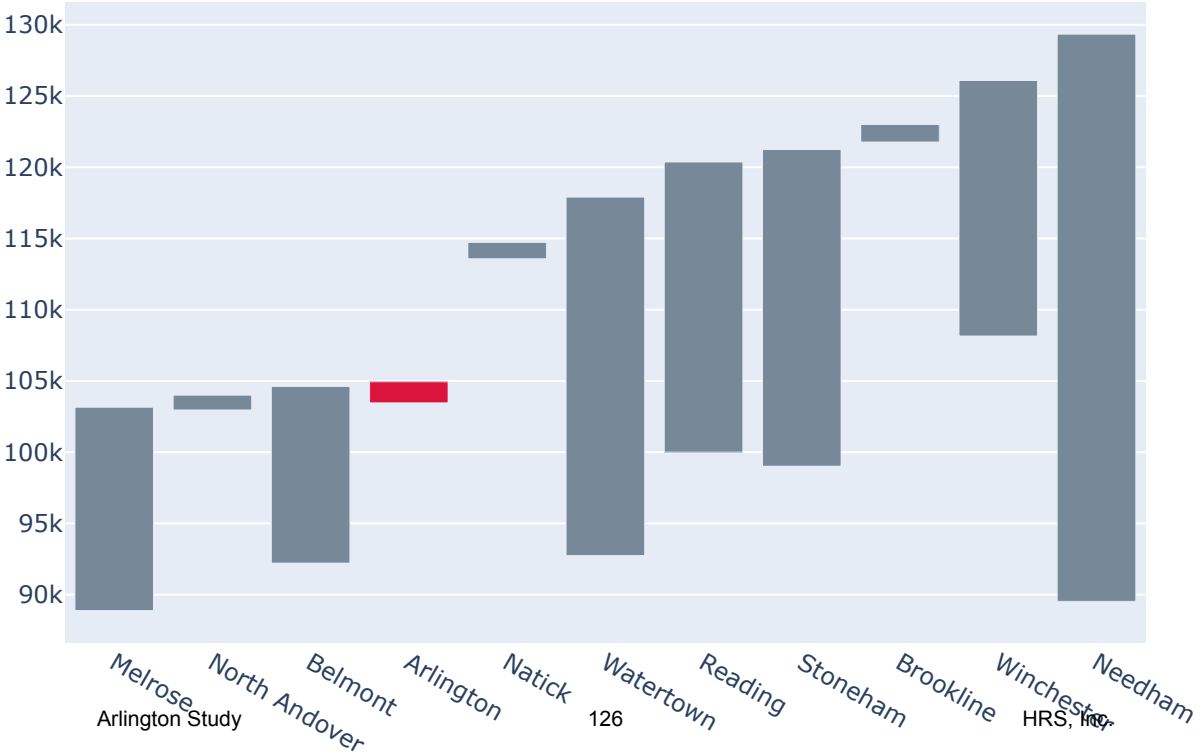
Working Foreman (Tree, Highway, Water, Sewer)

Reference 4



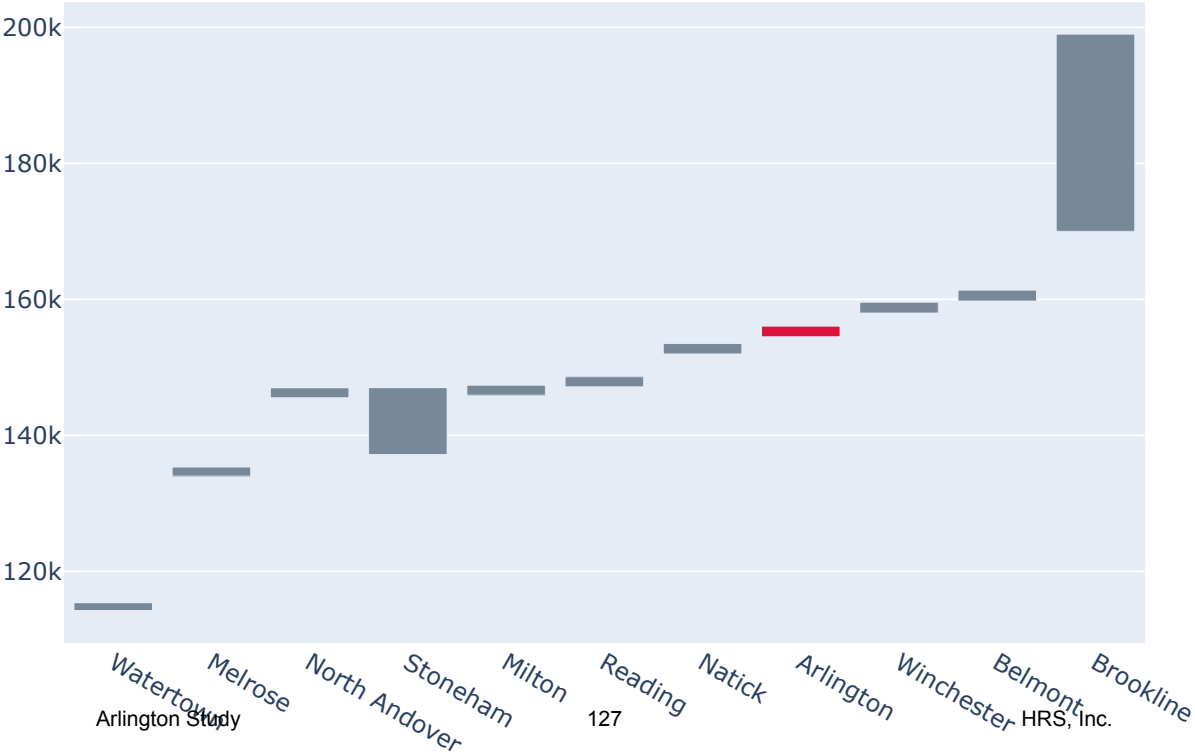
Assistant Principal

Reference 4



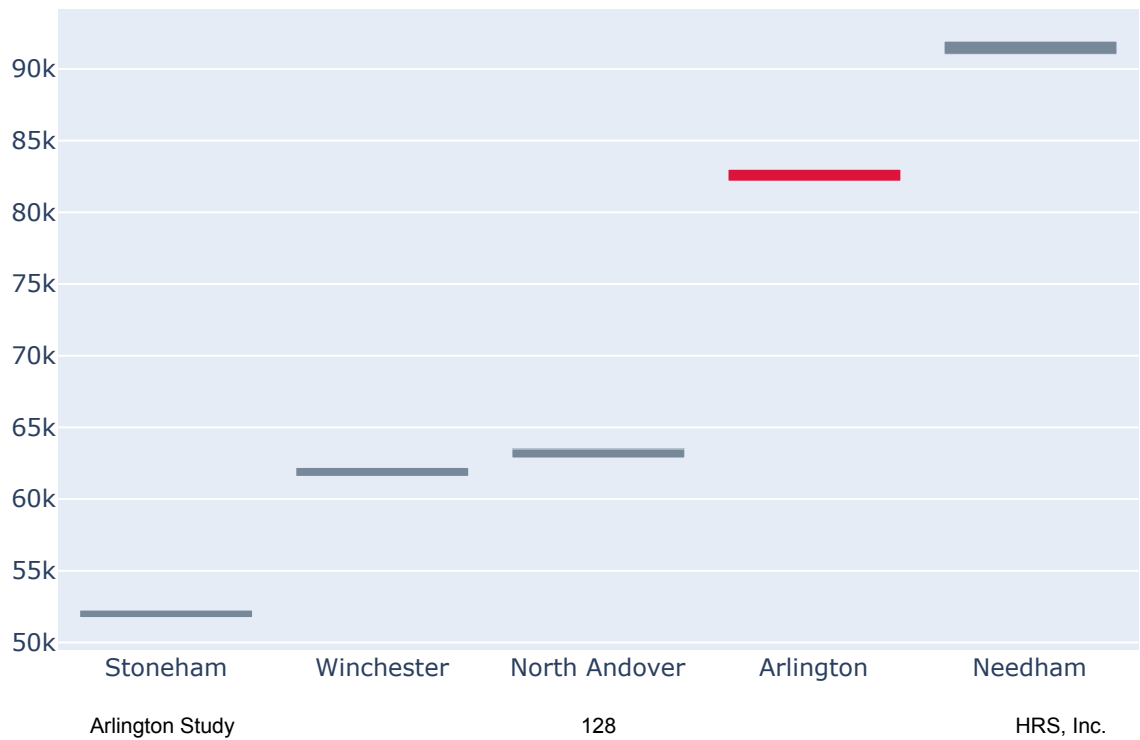
Assistant Superintendent of Schools

Reference 4



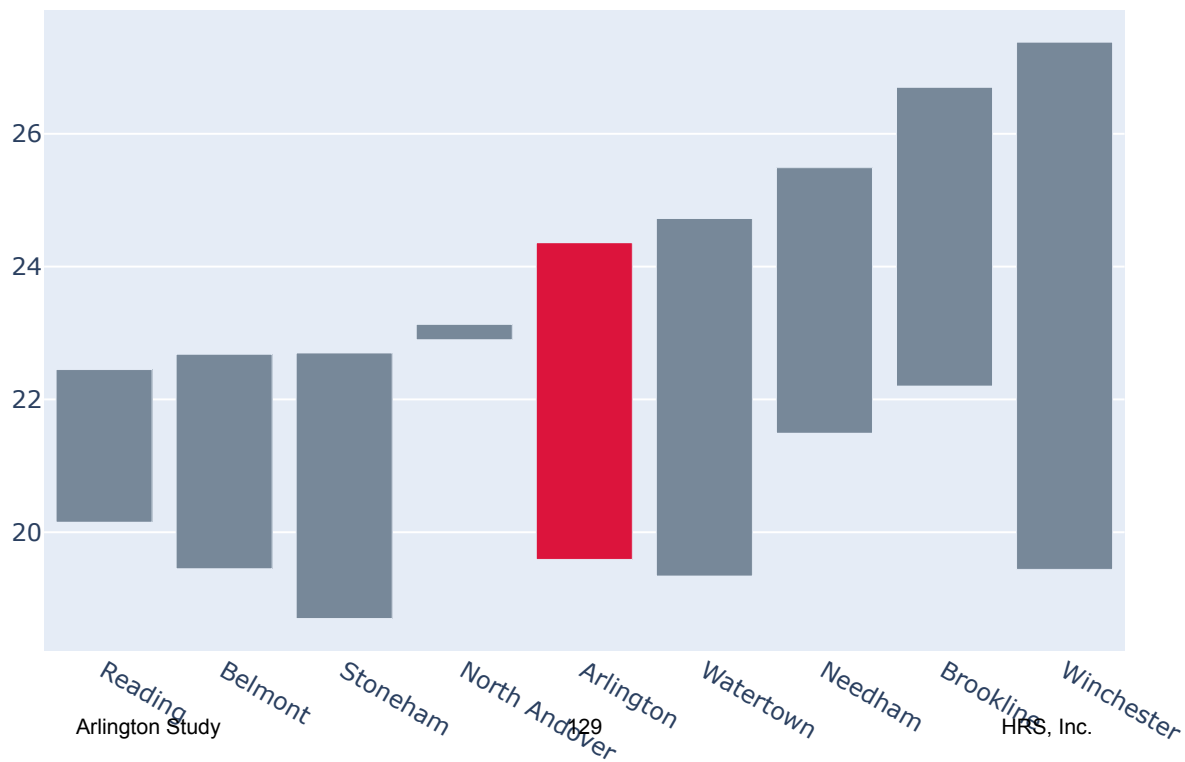
Benefits Coordinator or Assistant HR Director

Reference 4



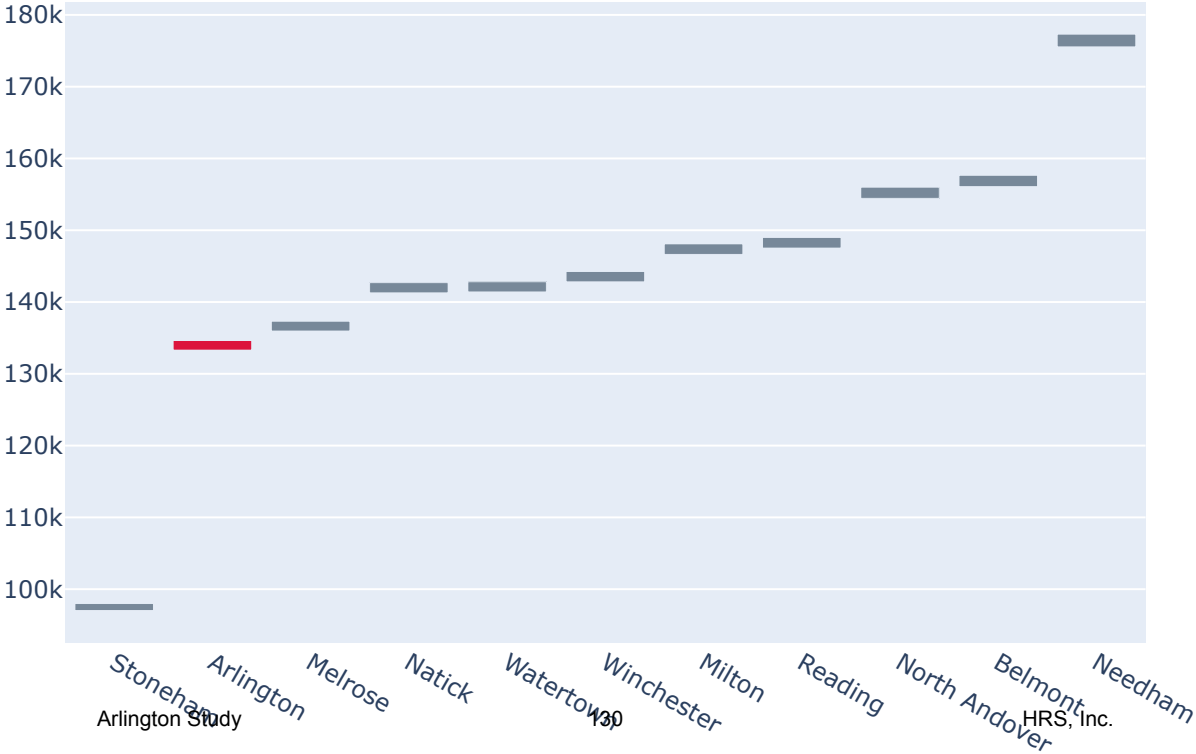
Building Custodian

Reference 4



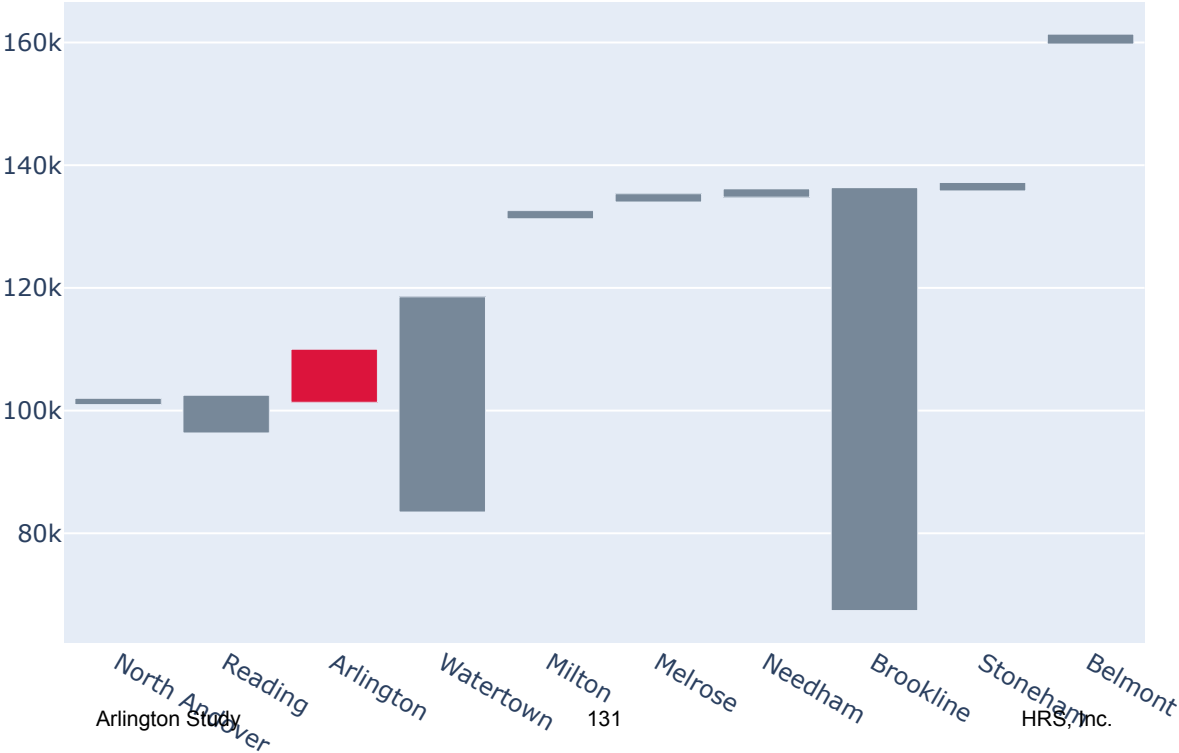
Chief Financial Officer or Business Manager

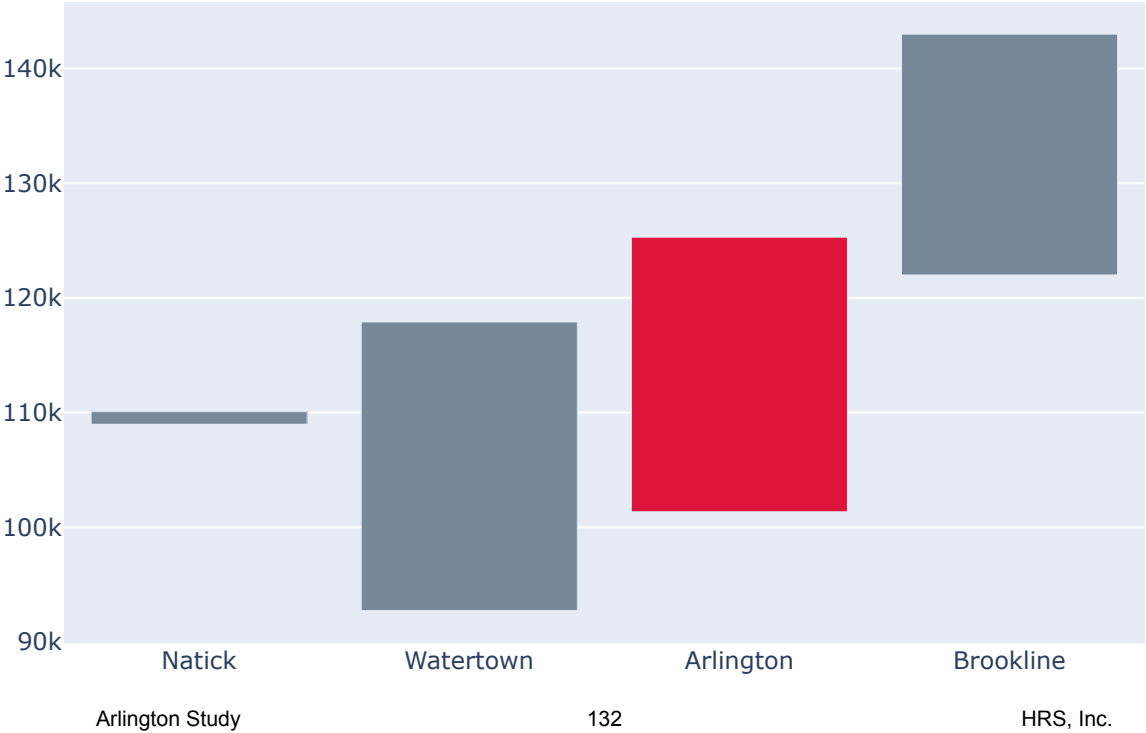
Reference 4



Curriculum Director or Coordinator

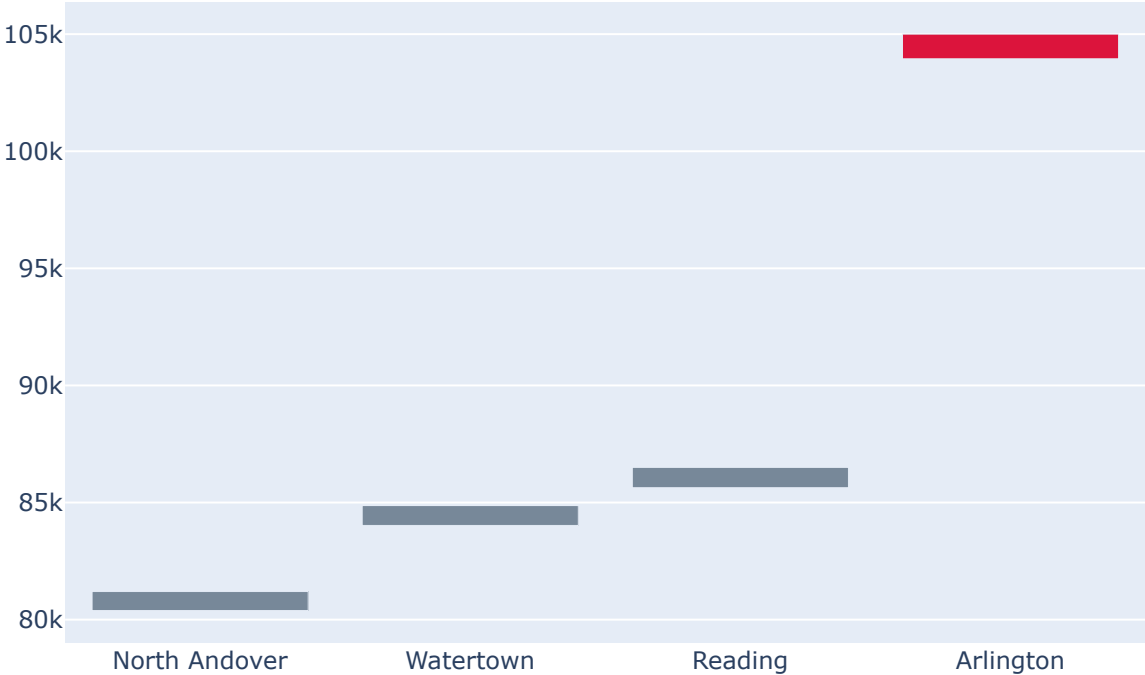
Reference 4





Director of Community Education

Reference 4



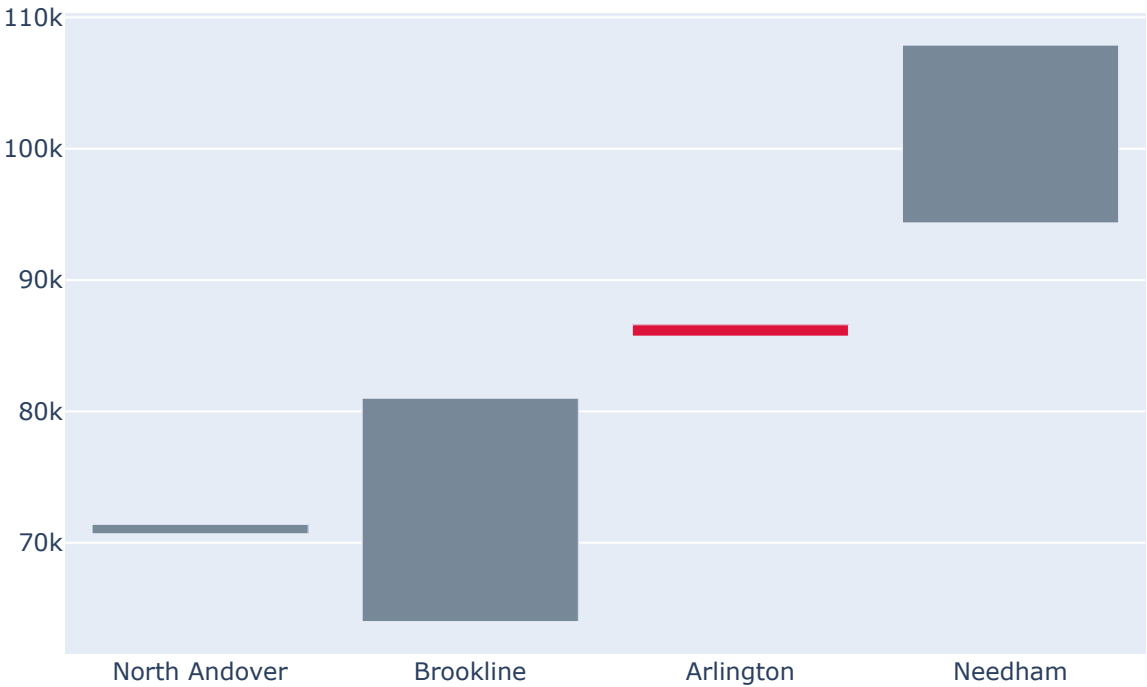
Arlington Study

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HRS, Inc.

Director of Transportation

Reference 4



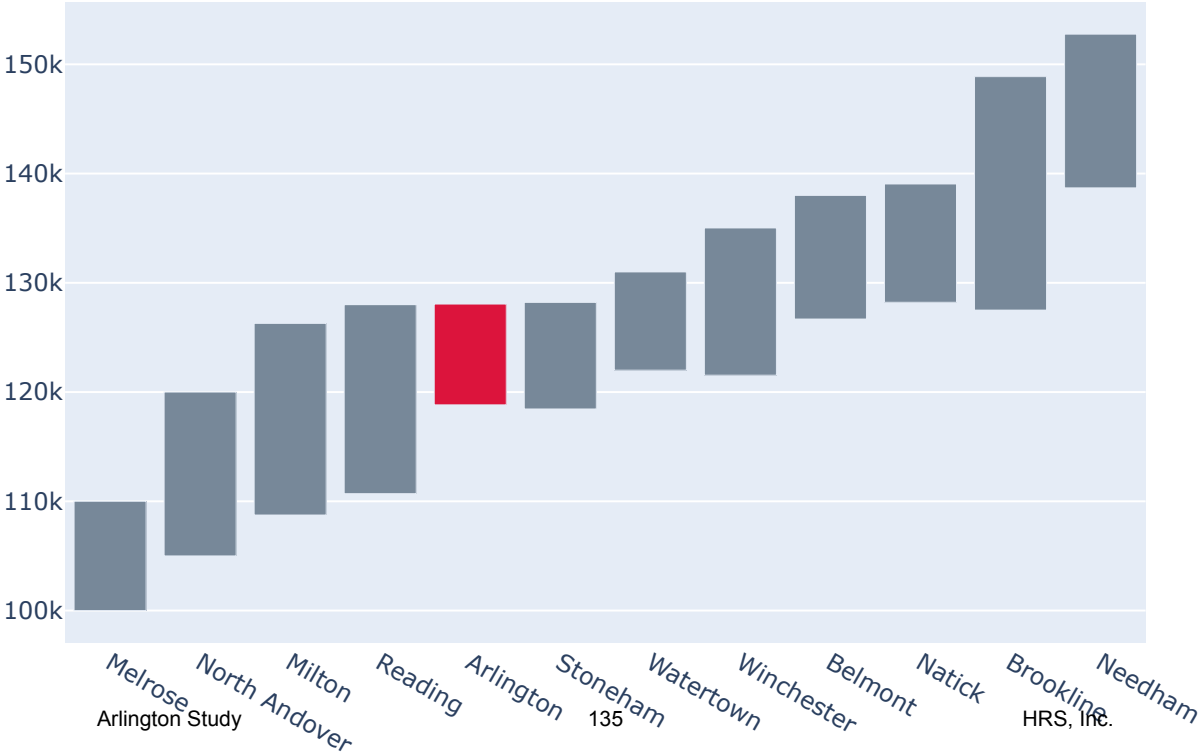
Arlington Study

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HRS, Inc.

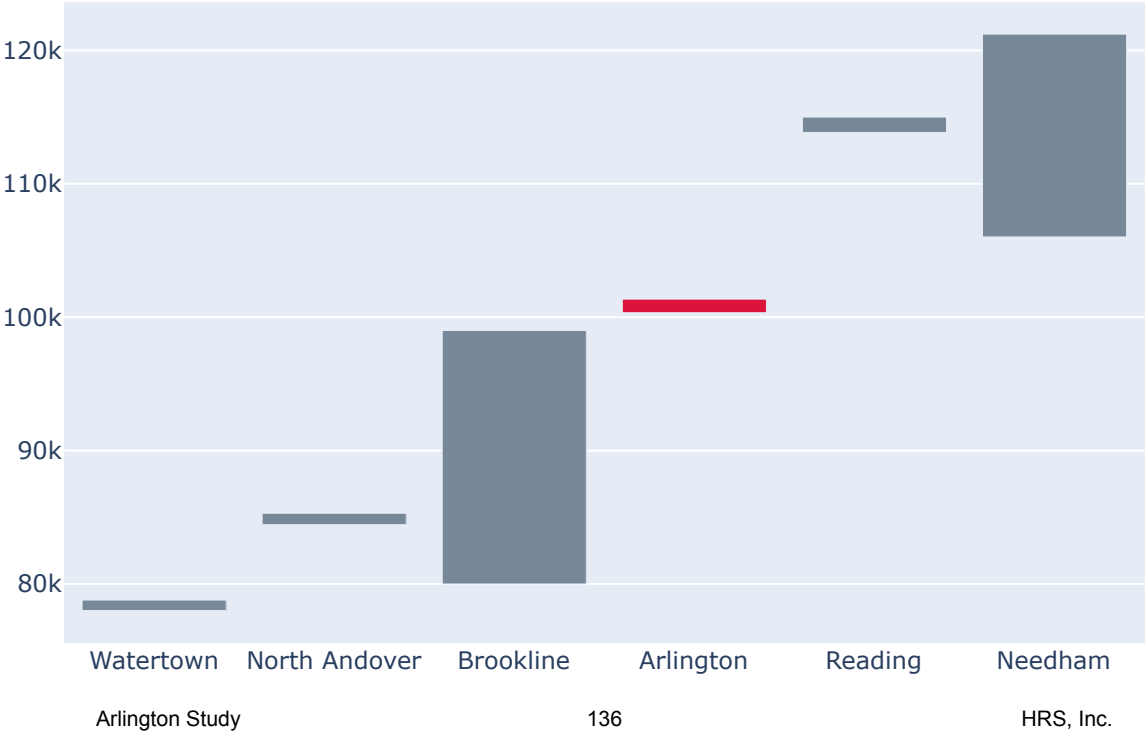
Elementary School Principal

Reference 4



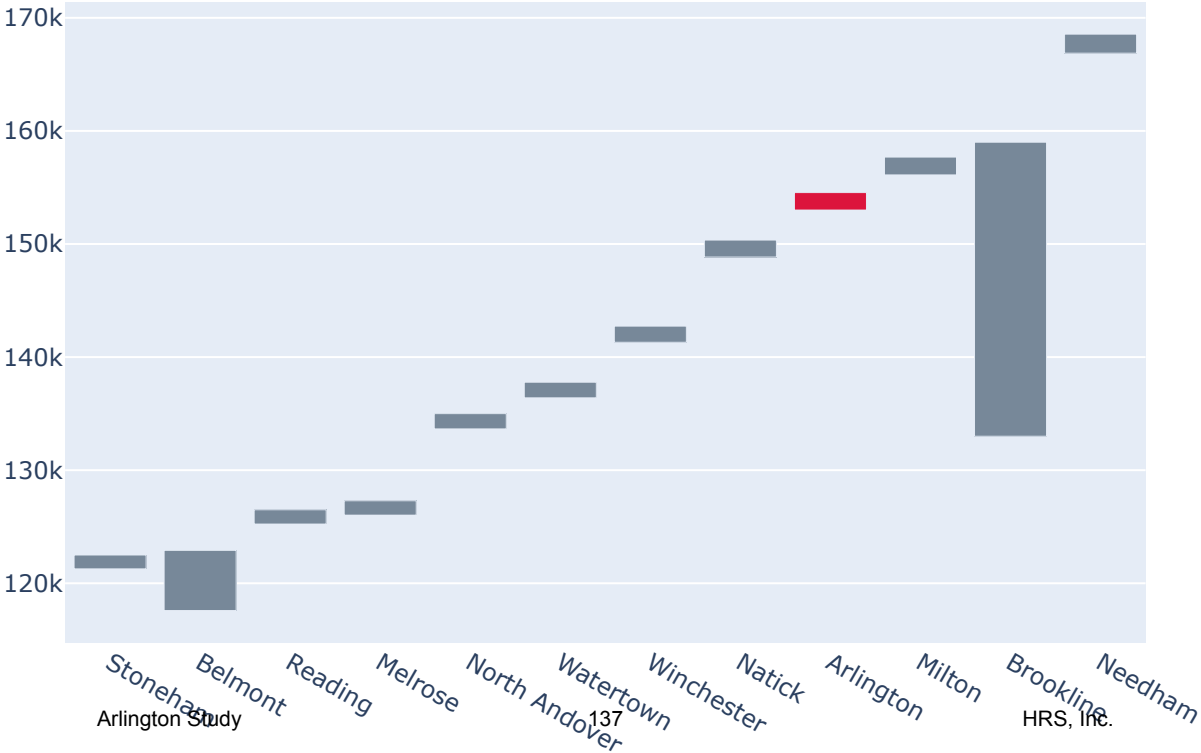
Food Services Director

Reference 4



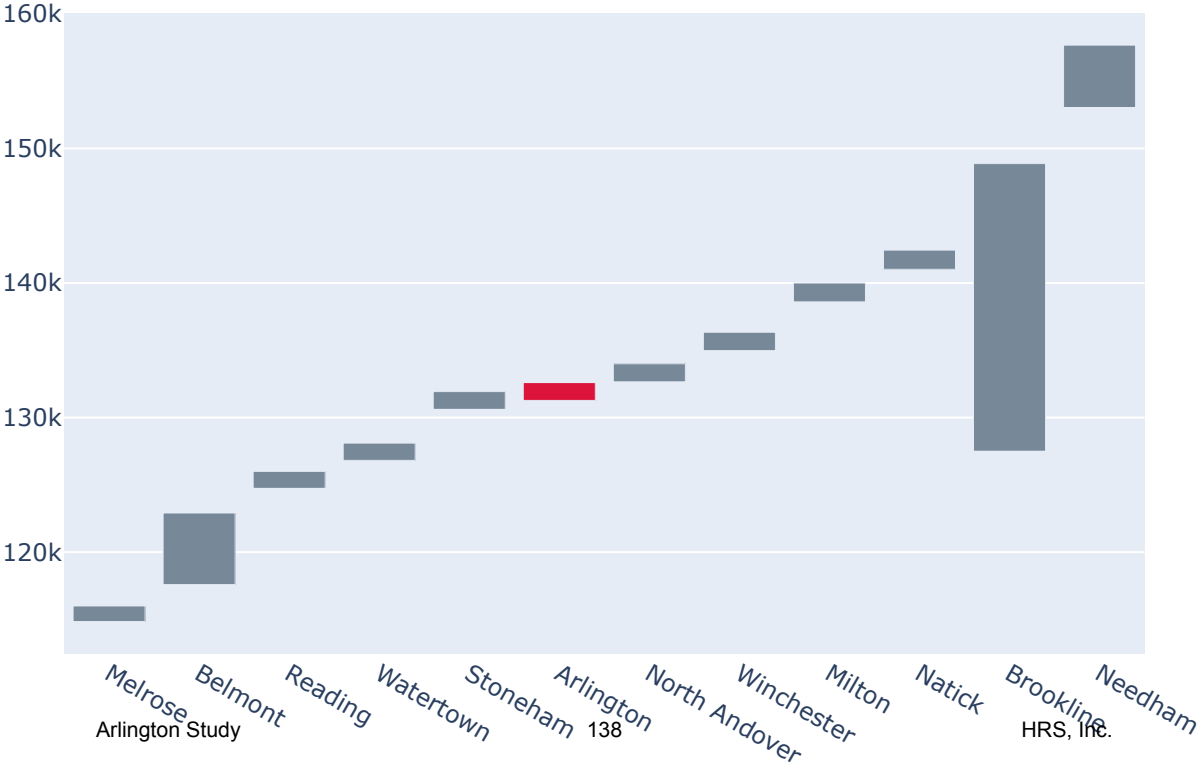
High School Principal

Reference 4



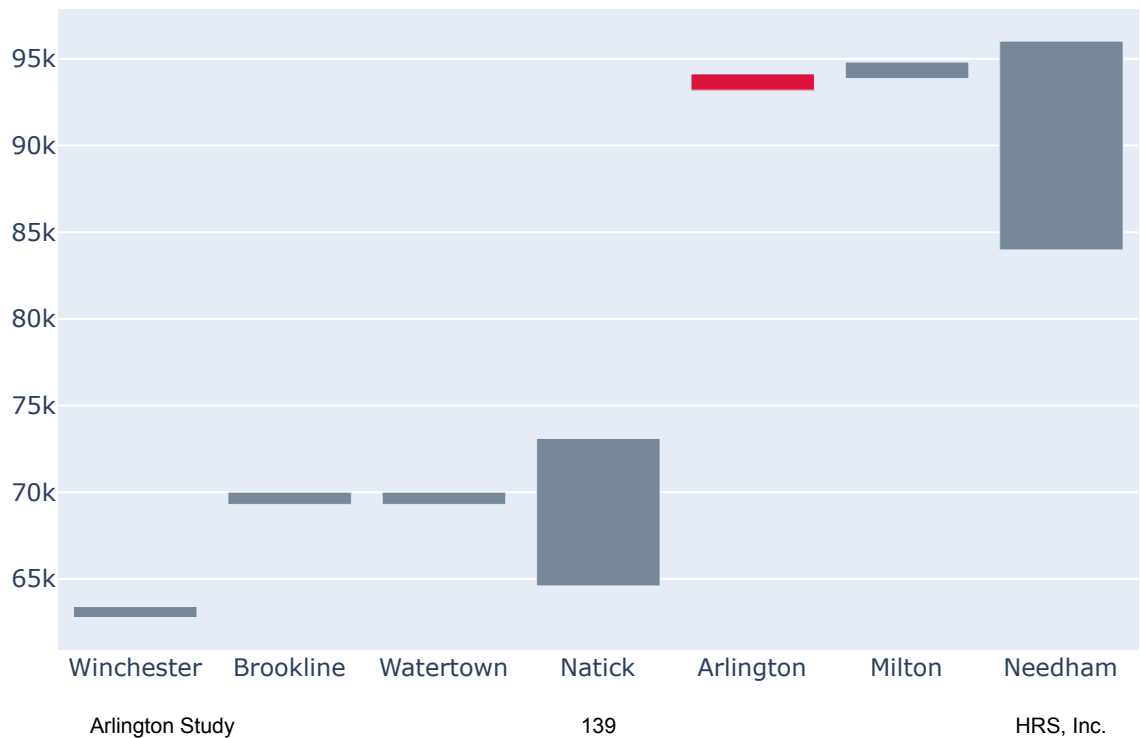
Middle School Principal

Reference 4



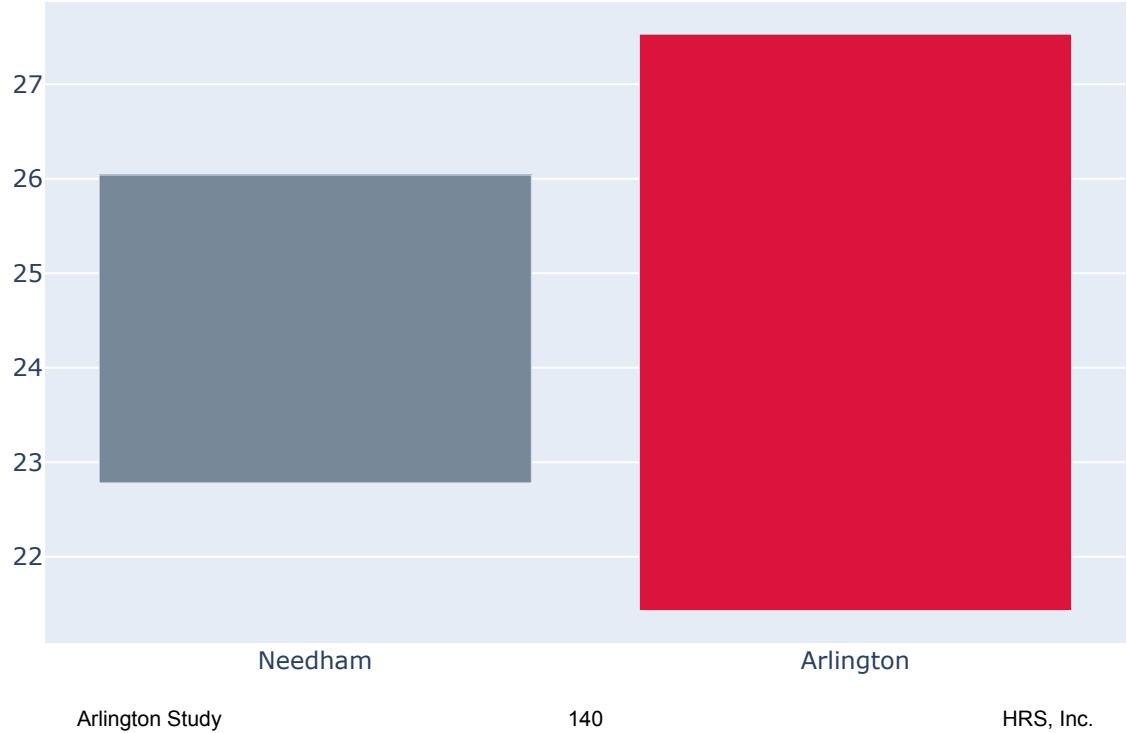
Payroll Director

Reference 4



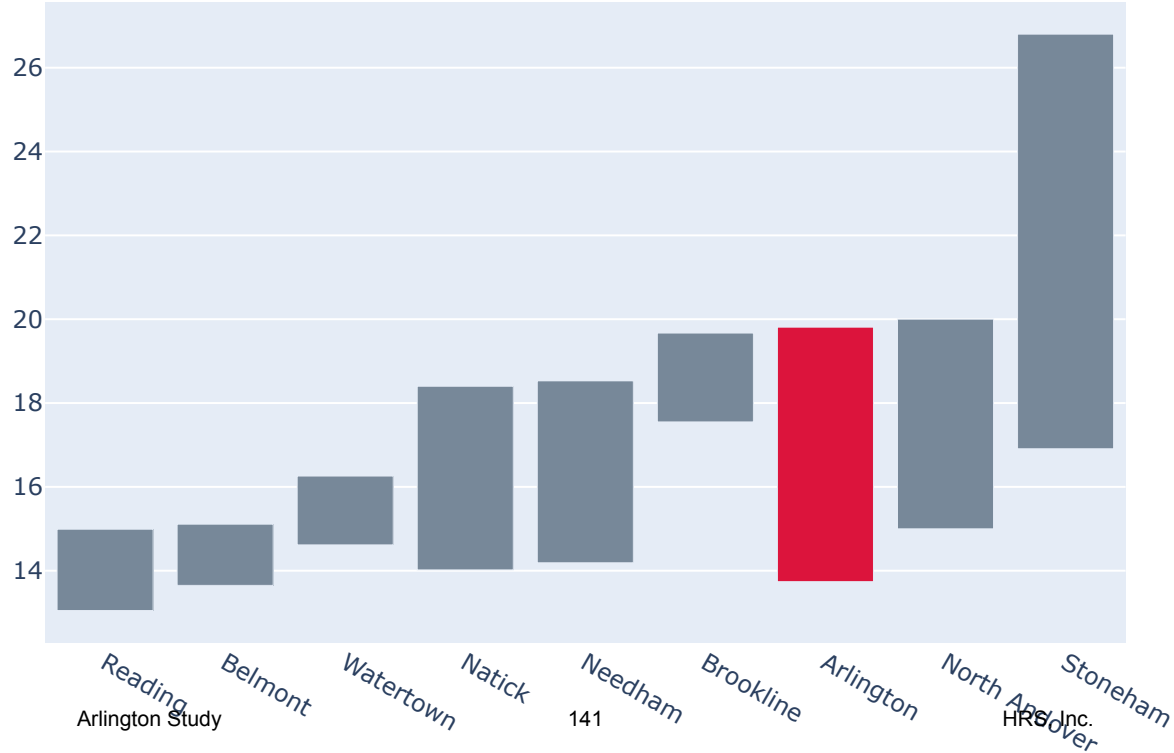
School Bus Driver

Reference 4



School Cafeteria Worker

Reference 4



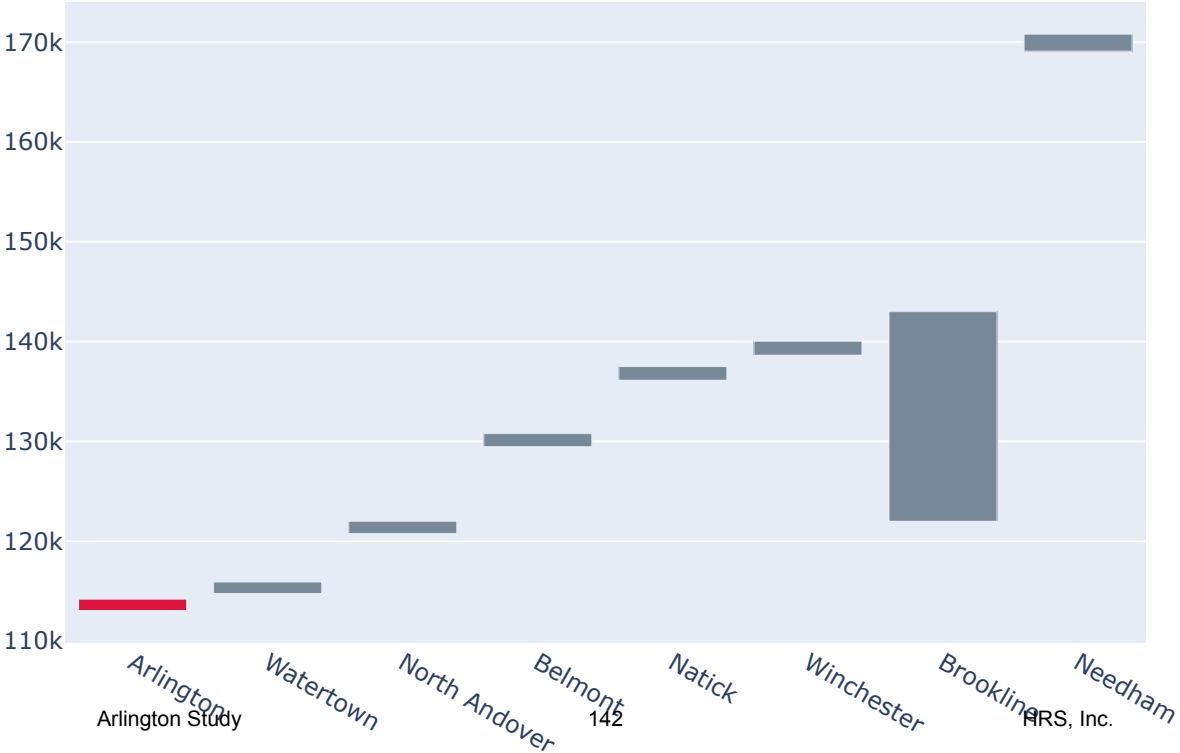
Arlington Study

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HRS Inc.

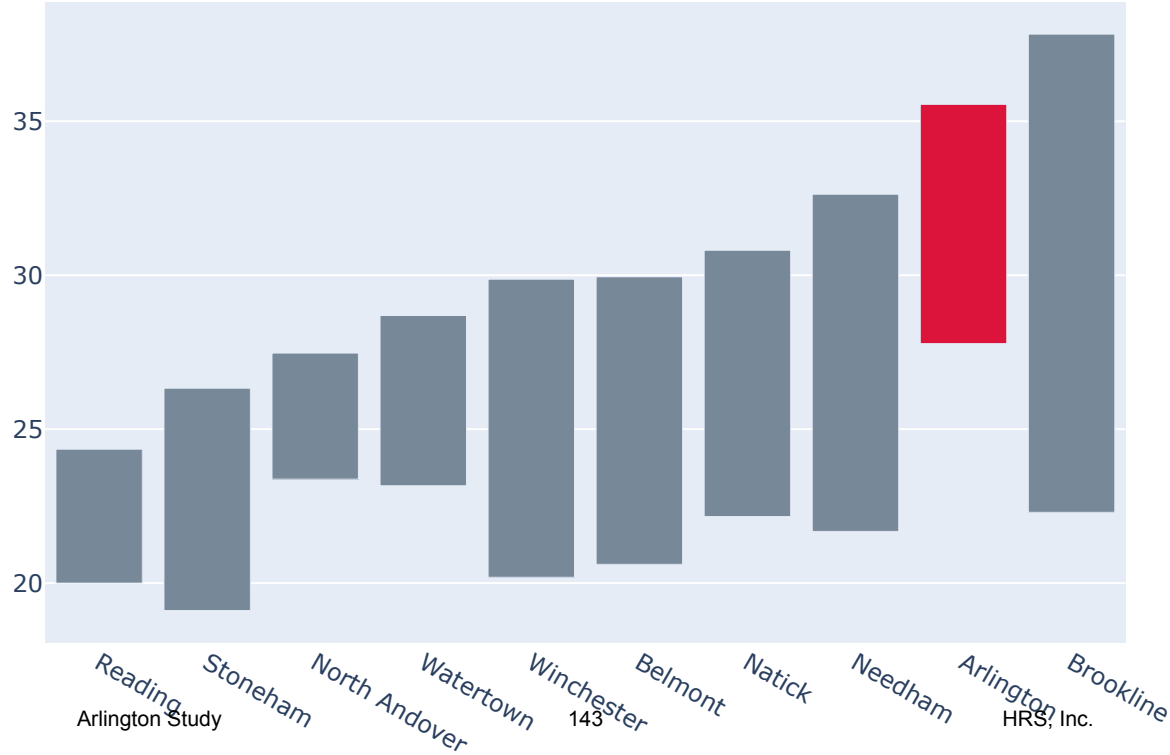
School Human Resources Director

Reference 4



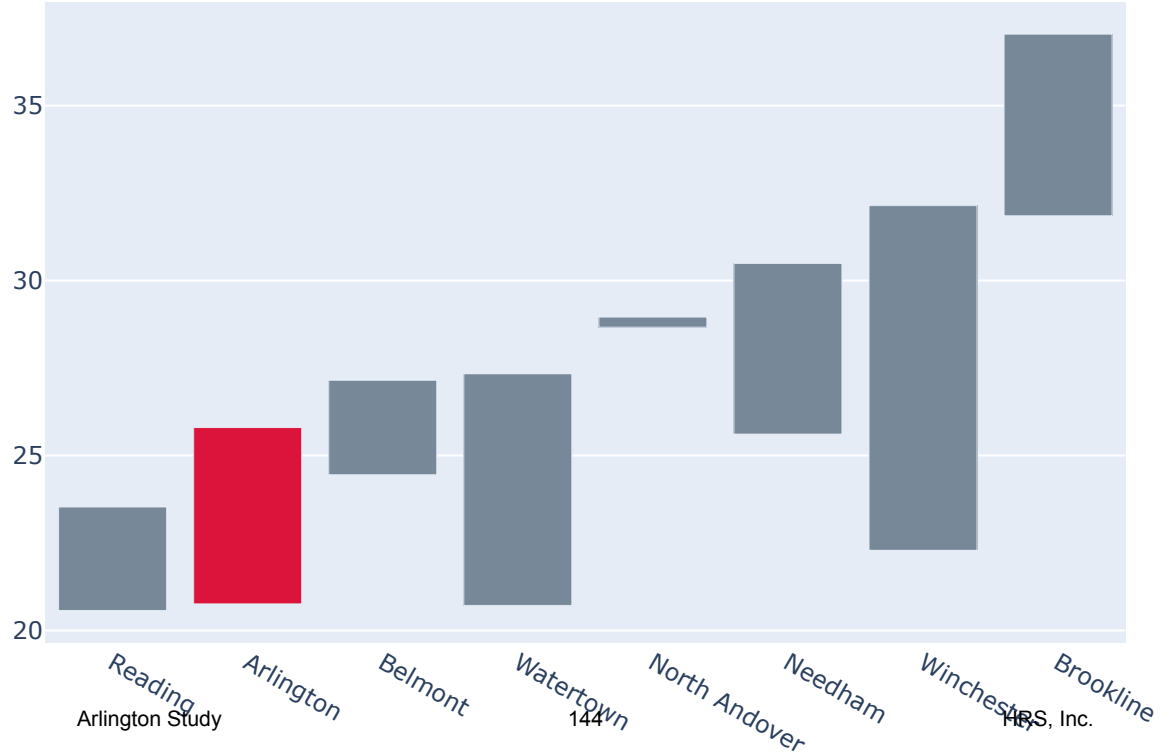
School Secretary

Reference 4



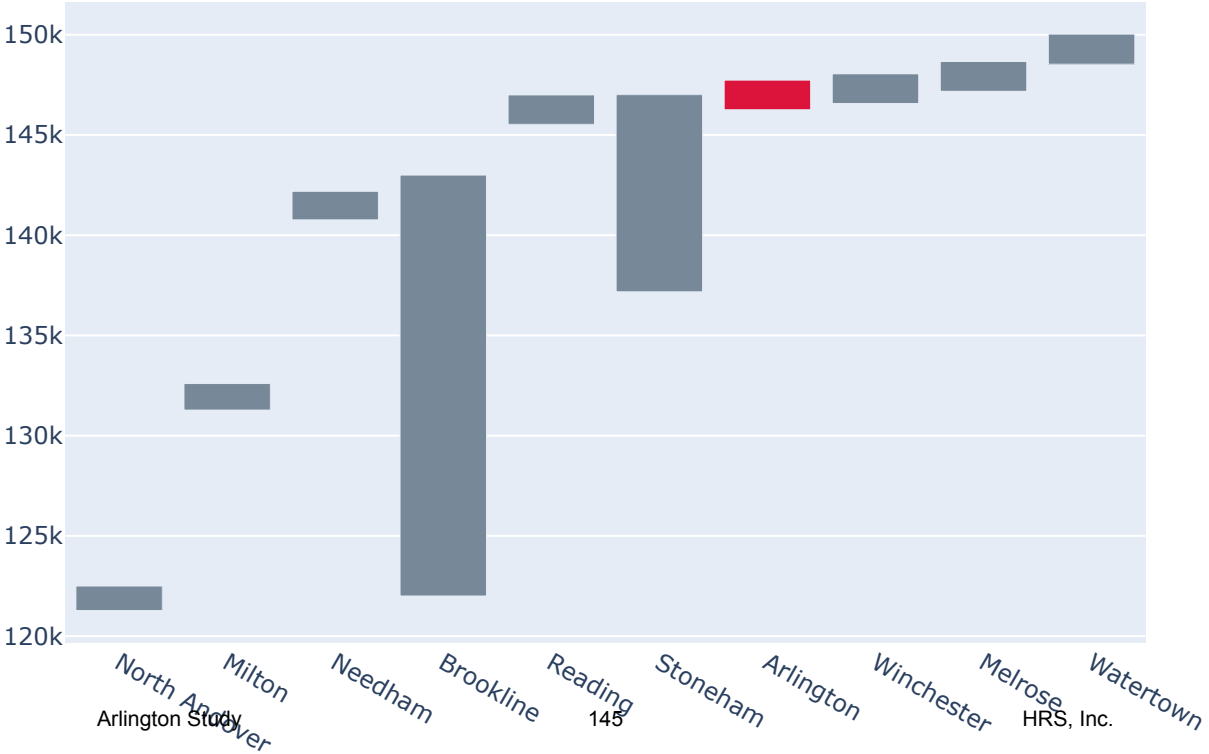
Senior Building Custodian

Reference 4



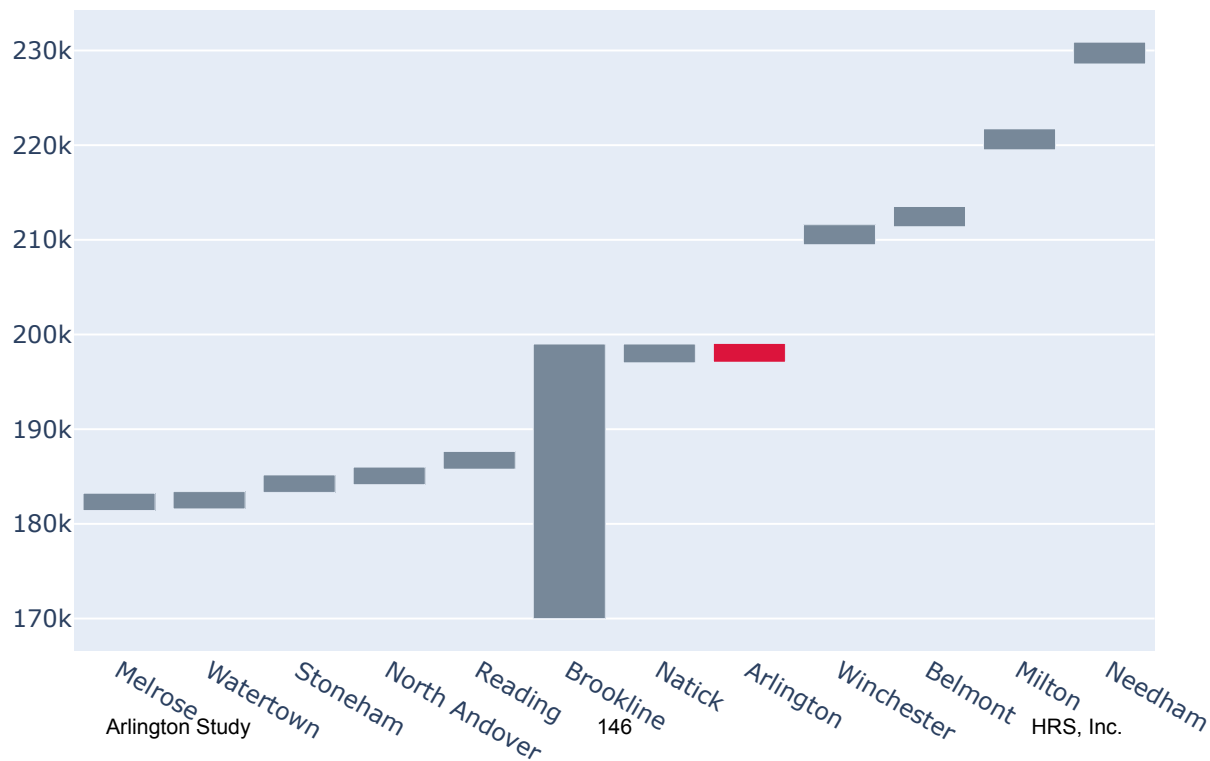
Special Education Director

Reference 4



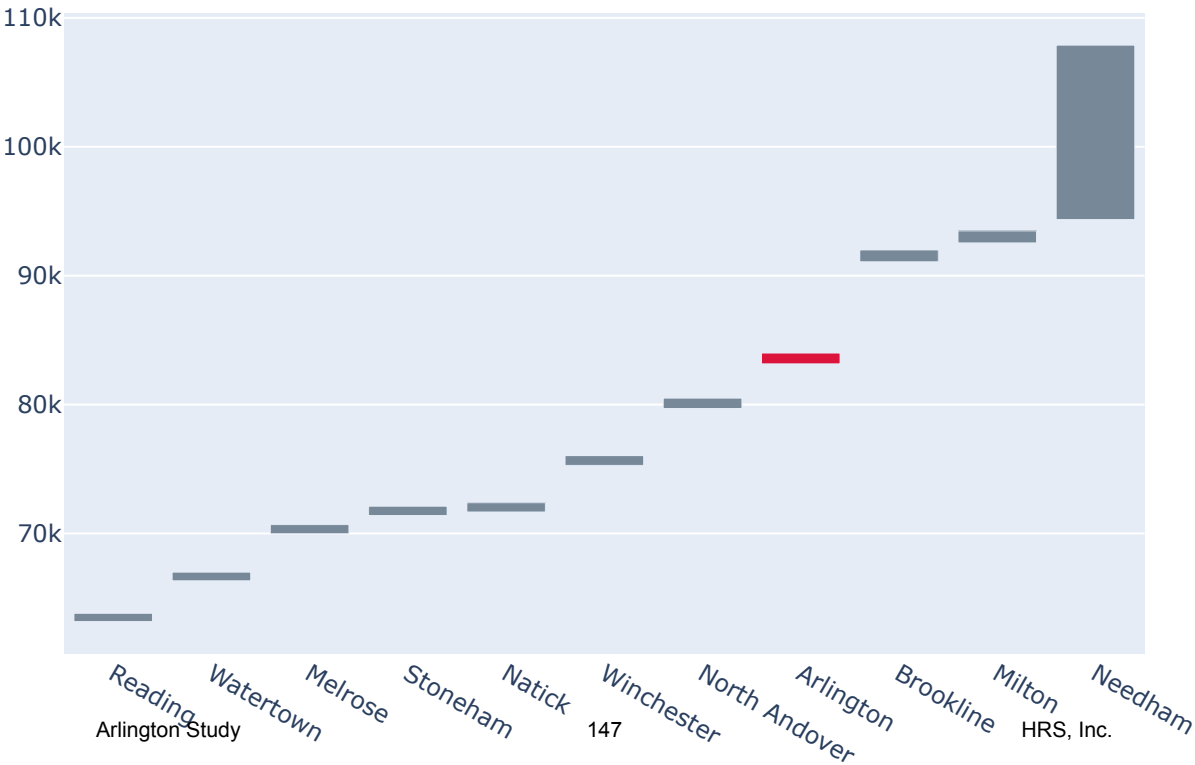
Superintendent of Schools

Reference 4



Superintendent's Administrative Assistant

Reference 4



Teaching Assistant

Reference 4

